

Agenda

West Mercia Police and Crime Panel

**Wednesday, 7 December 2016,
County Hall, Worcester**

**Panel pre-meeting 12.00pm – Panel members only.
Public Panel Meeting 1.30 pm**

This document can be provided in alternative formats such as Large Print, an audio recording or Braille; it can also be emailed as a Microsoft Word attachment. Please contact Democratic Services on telephone number 01905 843579 or by emailing democraticServices@worcestershires.gov.uk

If you can not understand the contents of this document and do not have access to anyone who can translate it for you, please contact 01905 765765 for help.

বাংলা। আপনি যদি এই দলিলের বিষয়বস্তু বুঝতে না পারেন এবং আপনার জন্য অনুবাদ করার মত পরিচিত কেউ না থাকলে, অনুগ্রহ করে সাহায্যের জন্য 01905 765765 নম্বরে যোগাযোগ করুন। (Bengali)

廣東話。如果您對本文檔內容有任何不解之處並且沒有人能夠對此問題做出解釋，請撥打 01905 765765 尋求幫助。 (Cantonese)

普通话。如果您对本文件内容有任何不解之处并且没有人能够对此问题做出解释，请拨打 01905 765765 寻求帮助。 (Mandarin)

Polski jeżeli nie rozumieją Państwo treści tego dokumentu i nie znają nikogo, kto mógłby go dla Państwa przetłumaczyć, proszę zadzwonić pod numer 01905 765765 w celu uzyskania pomocy. (Polish)

Português. Se não conseguir compreender o conteúdo deste documento e não conhecer ninguém que lho possa traduzir, contacte o 01905 765765 para obter assistência. (Portuguese)

Español. Si no comprende el contenido de este documento ni conoce a nadie que pueda traducírselo, puede solicitar ayuda llamando al teléfono 01905 765765. (Spanish)

Türkçe. Bu dokümanın içeriğini anlayamazsanız veya dokümanı sizin için tercüme edebilecek birisine ulaşamıyorsanız, lütfen yardım için 01905 765765 numaralı telefonu arayınız. (Turkish)

اردو۔ اگر آپ اس دستاویز کی مشمولات کو سمجھنے سے قاصر ہیں اور کسی ایسے شخص تک آپ کی رسائی نہیں ہے جو آپ کے لئے اس کا ترجمہ کر سکے تو، براہ کرم مدد کے لئے 01905 765765 پر رابطہ کریں۔ (Urdu)

کوردی سۆزانی، نەگەر ناتوانی تێبەگهی له ناوچە زکی نەم بێلگهیە و دەستت بە هیچ کەس نەگات کە وەهێگر بێتووه بۆت، تەکنیە تەلەفون بەکە بۆ ژمارە 01905 765765 و داوای پێنوێنی بەکە. (Kurdish)

ਪੰਜਾਬੀ। ਜੇ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਦਾ ਮਸ਼ਹੂਰ ਸਮਝ ਨਹੀਂ ਸਕਦੇ ਅਤੇ ਕਿਸੇ ਅਜਿਹੇ ਵਿਅਕਤੀ ਤੱਕ ਪਹੁੰਚ ਨਹੀਂ ਹੈ, ਜੋ ਇਸਦਾ ਤੁਹਾਡੇ ਲਈ ਅਨੁਵਾਦ ਕਰ ਸਕੇ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਮਦਦ ਲਈ 01905 765765 'ਤੇ ਫ਼ੋਨ ਕਰੋ। (Punjabi)

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

To obtain further information or a copy of this agenda contact Kate Griffiths, Committee Officer on Worcester (01905) 846630 email: KGriffiths@worcestershire.gov.uk

Reports and supporting information can be accessed via the Council's website at www.worcestershire.gov.uk

Date of Issue: Tuesday, 29 November 2016

West Mercia Police and Crime Panel

Wednesday, 7 December 2016, 1.30 pm, Worcestershire County Council

Membership:

Cllr Brian Wilcox (Chairman)	Herefordshire Council
Cllr Sebastian Bowen	Herefordshire Council
Mrs Carole Clive	Independent Lay Member
Cllr Lynn Denham	Worcester City Council
Cllr Geoffrey Denaro	Bromsgrove District Council
Cllr Roger Evans	Shropshire County Council
Cllr P Grove	Malvern Hills District Council
Cllr Ian Hardiman	Wyre Forest District Council
Cllr Paul Middlebrough	Wychavon District Council
Cllr A P Miller (Vice Chairman)	Worcestershire County Council
Cllr Stephen Reynolds	Telford & Wrekin Council
Cllr Keith Roberts	Shropshire Council
Cllr Kuldeep Sahota	Telford and Wrekin Council
Cllr Yvonne Smith	Redditch Borough Council
Cllr Kevin Turley	Shropshire County Council
Colonel Tony Ward OBE	Independent Co-opted Member
Cllr Michael Wood	Shropshire Council

Agenda

Item No	Subject	Page No
	Panel Pre-Meeting – 12.00pm A pre-meeting is being held for all Panel Members from 12.00pm. A working lunch will be provided. Please report to reception for directions to the room.	
1	Welcome and Introductions	
2	Apologies and Named Substitutes	
3	Declarations of Interest	
4	Public Participation Members of the public wishing to take part (asking a question or making	

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

To obtain further information or a copy of this agenda contact Kate Griffiths, Committee Officer on Worcester (01905) 846630 email: KGriffiths@worcestershire.gov.uk

Reports and supporting information can be accessed via the Council's website at www.worcestershire.gov.uk

Date of Issue: Tuesday, 29 November 2016

Item No	Subject	Page No
	a statement) should notify the Head of Legal and Democratic Services in writing or by email indicating both the nature and content of their proposed participation no later than 9.00am on the working day before the meeting (in this case Tuesday, 6 December 2016). Enquiries can be made through the telephone number / email address listed below.	
5	Confirmation of the Minutes of the previous meeting To confirm the Minutes of the Panel meeting held on 5 October 2016.	1 - 6
6	Recruitment of Independent Lay Members	Verbal Report
7	Victim Charter / Board	7 - 14
8	Proposed Assurance Programme and Delivery Plan	15 - 66
9	Role of the Deputy PCC and Ambassadors	67 - 70
10	Governance Report	71 - 88
11	Other Committees and their Remit	89 - 90

NOTES

- **Webcasting**

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

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

To obtain further information or a copy of this agenda contact Kate Griffiths, Committee Officer on Worcester (01905) 846630 email: KGriffiths@worcestershire.gov.uk

Reports and supporting information can be accessed via the Council's website at www.worcestershire.gov.uk

Date of Issue: Tuesday, 29 November 2016

West Mercia Police and Crime Panel**Wednesday, 5 October 2016, County Hall, Worcester****Minutes****Present:**

Cllr Brian Wilcox (Chairman), Cllr Sebastian Bowen, Cllr Lynn Denham, Cllr P Grove, Cllr Ian Hardiman, Cllr Paul Middlebrough, Cllr A P Miller (Vice Chairman), Cllr Stephen Reynolds, Cllr Kuldip Sahota, Cllr Yvonne Smith, Cllr Kevin Turley and Cllr Michael Wood

Also attended:

Kate Griffiths, Tim Rice, Mr J P Campion, Andy Champness and Elizabeth Hall

177 Welcome and Introductions

The Chairman welcomed the Members of the Panel to the meeting as well as the Police and Crime Commissioner, John Campion; and Andy Champness and Elizabeth Hall from the PCC's office.

178 Named Substitutes

Councillor Vivienne Parry was attending her first meeting as substitute for Councillor Roger Evans.

179 Apologies and Declarations of Interest

Apologies were received from Councillor Evans and Councillor Roberts.

There were no declarations of interest.

180 Public Participation

None

181 Confirmation of the Minutes of the previous meeting

Councillors Turley and Denham pointed out that they were both welcomed to the meeting of 6 July but were not listed as present in the minutes. It was also agreed that for future minutes all Councillors would be listed as Councillor rather than Mr or Mrs.

The minutes were otherwise agreed to be a correct record of the previous meetings and were signed by the Chairman.

182 Draft Police and Crime Plan

The PCC explained that all the responses received in the second round of consultation to the draft Safer West Mercia Plan had been included in the agenda. He appreciated that the comments would benefit from being put in some form of context and agreed that he would re-issue the comments (Appendix A) with the addition of an extra column stating what had been done with the

comments and grouped by tier authority.

An appendix to the plan showed the dashboard style of report that was being moved towards which would help the panel hold the PCC to account. The PCC believed his plan was needed as early as possible to ensure everyone could move in the right direction.

The Panel took the opportunity to ask a range of questions and raise points of clarification on the Plan. Panel members:

- were concerned that the language used in a strategic document was not always the most accessible way to consult with the public; however they noted the response that the PCC had endeavored to use as much plain language as possible,
- were pleased that the plan included the aim of more practical outcomes and improvements rather than promising 'increases' which did not improve things for the community,
- wished the PCC to encourage the public to report crimes and be able to feel confident that such reports would result in action from the police,
- were interested in seeing how the Victim Board developed and hoped it would be able to provide tailored support for victims as was intended,
- sought reassurance that the plan would be delivering value for money and noted that the PCC felt that although there was not always an outcome from investment, if an outcome was expected, that the outcome should actually be delivered,
- suggested that action against hate crime should be more prominent in the plan, and noted that the PCC supported having a police service which represented the community it served and would encourage people to report such crimes and not accept them as a part of life,
- were concerned about the actions being taken to combat drink driving and speeding and noted the response that the PCC would work with partners to achieve the most effective programmes,
- wished to see an improvement in 101 response times and use of information, and would expect to see that improvement reflected in future performance reports to the Panel,
- queried what was happening to achieve fairer funding, and were pleased that the PCC would continue to ask ministers when that would be

183 Performance Report

- implemented, and
- were pleased that that the PCC was introducing an outcome based approach to commissioning.

The Panel supported the Plan and the ambitions of the PCC to support victims and communities to build a safer West Mercia and would closely scrutinise the work of the PCC during the life of the plan.

RESOLVED that the Police and Crime Panel:

- a) Would submit their comments on the draft Safer West Mercia Plan in accordance with the Police Reform and Social Responsibility Act;**
- b) Noted the development of the draft Assurance Programme, and**
- c) Would await an updated list of consultation responses which would include details of what action and account had been taken of those responses.**

The PCC provided a report on his and his Deputy's work; a performance by exception report and what he was doing in terms of holding to account.

He was holding a monthly holding to account meeting with a published agenda and results and had looked at CSE. He would also trial different ways of 'holding to account' such as public meetings, on-line meetings and by using written questions. He was busy getting out and about and ensuring that value was achieved from police officers.

For the next quarters figures performance would be against the new plan.

Panel Members had various queries:

- There were concerns that the data under 'Reducing Crime and Disorder' was increasing in most categories. This was due in part to more stringent reporting of crime and the fact that cyber-crime was on the increase. There was also historical figures included, however crime was rising.
- The PCC agreed that strategic decisions could be communicated to Panel Members
- 'Investigation complete' were often when victims do not want to continue with a prosecution. The PCC office were working on a new reporting mechanism which would be useful to the PCC and the Panel and when that was produced all the

**184 Work
Programme**

- terms used would be explained,
- Members were concerned about the number of firearms licences and the number of expired licences but were pleased that a transitional plan was in place,
 - Although victims were a priority in the new Plan currently West Mercia was not doing well in respect of treatment, actions and follow-up. The PCC concurred with that view and stated his focus would be to do better by victims and ensure that the changes were sustainable,
 - The PCC explained that the Safer Roads Partnership did not just look at speed enforcement but also road engineering and worked in Partnership with the Highways agency. The PCC said he would be happy to share reports from the Safer Roads Partnership meetings,
 - Regarding the issue of cyber-crime it was explained that co-ordination was done by the City of London Police Action Fraud although each area dealt with its own victims. The PCC was confident that things were being done and the issue was featured in his plan.

RESOLVED that the West Mercia Police and Crime Panel accepted this report subject to the above comments being noted.

The Chairman explained that interviews for the Independent Co-opted Members of the Panel would take place on Friday 14 October and would be carried out by three panel members.

Once the Independent members had been appointed the precept task and finish group would be convened. The Chairman requested that for the next meeting Members consider whether there was a particular topic they felt should be looked at by a task and finish group.

Other issues that Panel Members suggested were:

- Whether it would be useful for the Panel to consider reports from other bodies such as the Trust, Integrity and Ethics Committee, the Audit Committee and HMIC,
- Panel Members highlighted the use of the Home Office grant to administer the Police and Crime Panel. Some of the money was used to help with staff costs, training and administering the meetings but it was suggested that some of the

money could be used by the task and finish groups,

- A report on the impact of Brexit had already been agreed but it was pointed out that it was too early to produce a useful report and that would be brought to a future panel meeting,
- Closer working with the Warwickshire Police and Crime Panel would be sensible as there was close working between the two areas and some positions were joint such as the Finance officer. The Chairman suggested that he and the Vice-Chairman would offer to meet with their counterparts in Warwickshire and investigate the benefits of closer working.

RESOLVED that the West Mercia Police and Crime Panel:

- a) Noted the proposed work programme and suggestions for the panel to accept reports from other bodies, and**
- b) Would determine the purpose and membership of any Task and Finish Groups once the independent lay members had been appointed.**

185 Future Meeting Dates

The panel considered whether the date of the next meeting should be changed to a later date when the next quarter's performance information would be available but it was decided that would compress the remaining meetings too much.

The future meeting dates would therefore remain as:

7 December 2016
7 February 2017
18 July 2017
26 September 2017
30 November 2017

All at 1.30pm in the Council Chamber at County Hall.

The meeting ended at 15:40pm

Chairman



VICTIMS' CHARTER AND VICTIMS' BOARD

1. PURPOSE

The purpose of this report is to provide members of the Panel with an overview of how the Police and Crime Commissioner's (PCC) Victims' Charter and Victims' Board support and enhance the delivery of the Victims' Code of Practice and the Witness Charter.

2. BACKGROUND

The revised Victims' Code of Practice came into force in November 2015. The code sets out several key responsibilities for the criminal justice system (CJS), which primarily focus on providing victims the right information at the right time. In addition the Code sets out the requirement that the CJS will conduct a needs assessment to identify what additional support may be required and for agencies to signpost victims to relevant services. Furthermore the Code enshrines a victims' right to make a victim personal statement.

The Witness Charter, which came into effect in December 2013, sets out 13 standards of care for how the CJS will treat all victims and witnesses.

However, both the Victims' Code of Practice and the Witness Charter fall short of enshrining a victims' ability to access services designed to help them cope and recover. The PCC is seeking to address this by developing a commissioning framework designed to provide a victim with access to the support they need, when they need it.

3. VICTIMS' CHARTER

As part of his first 100 days of office the PCC pledged to create a Victims Charter which would simply and clearly set out his commitment to ensure that victims and witnesses are treated with dignity and respect and receive the care and support that they require.

Between May and July 2016 the PCC carried out public consultation seeking to identify the priorities of victims of crime. The results of the consultation were used to develop the charter which was finalised and published in August 2016.

The Charter sets out the PCC's commitment to victims of crime. It builds on both the Victims' Code of Practice and the Witness Charter by setting out the PCC's vision for ensuring that victims not only receive the right information at the right time, but that they also have access to the support that they need. The Charter also pledges to

AGENDA ITEM 7

support victims of crime regardless of whether they have reported to the Police or not and the governance of the charter will be conducted through the Victims Board.

A table is attached at Appendix A which maps out the pledges made in the Victims' Charter against key objectives set out in the Victims' Code of Practice and the Witness Charter. A copy of the Victims' Charter is also attached.

4. VICTIMS' BOARD

To provide the PCC with the assurance that the police and partner agencies are complying with the standards set out with the Victims' Code of Practice, the Victims' Charter and the Witness Charter, a Victims Boards has been established.

The Victims' Board will bring together partnership and agency leads and information. In addition, the Victims' Board will act as a strategic partnership board to assess the service provision in place to help a victim cope and recover. The board will direct activity designed to improve service delivery within the criminal justice system. The board will also monitor and make recommendations to improve a victims' ability to access services. The board will make recommendations to the PCC regarding potential gaps in service requiring future investment.

The first meeting of the Victims Board is on 24th November 2016 and it will meet on a quarterly basis following this. Membership of the Board includes senior representatives from the Police, Crown Prosecution Service, National Probation Service, HM Courts Service, Victim Support, the Witness Service, Public Health England and the third sector. A copy of the Board's Terms of Reference are attached at Appendix B.

All future meeting papers, to include assurance frameworks, delivery plans and performance management information will be published on the PCC's website.

5. CONCLUSION

Both the Victims' Charter and Victim's Board are designed to enhance and ensure that victims of crime are treated with dignity and respect, that they receive the right information at the right time and have access to support services designed to help them cope and recover. It is also designed to emphasise the need for partnership working with many other services/partners to reduce re-victimisation.

The Victims' Charter enshrines the PCCs commitment to victims and the Victims' Board will provide the PCC with the appropriate governance arrangements designed to ensure that partners and agencies are held to account for delivering outcomes.

6. RECOMMENDATIONS

Members of the Panel are asked to note this report.

AGENDA ITEM 7

APPENDIX A Comparison Map

AGENDA ITEM 7

	Victims' Charter	Victims' Code of Practice	Witness Charter	Overlaps
1	Provision of Information and Tailored Support to help victims cope and recover	Provision of timely information to victims of crime	Provision of timely information to witnesses	VC overlaps with both VCoP and WC re: information provision. Nothing in VCoP or WC re: tailored support (except signposting)
2	Provide leadership to reduce re-victimisation			No overlap. Neither VCoP or WC set out an obligation to reduce re-victimisation
3	Equal access to tailored support, whether they have reported the crime or not	Provision of special measures and information re; services and signposting support services	Outlines CJS provision of special measures and additional support if giving evidence at court	Some overlaps with signposting to support services, but neither the VCoP or WC set out any obligation regarding access to services
4	Treat victims with respect, without prejudice and acknowledge vulnerabilities	Need and risk assessments, vulnerability, enhanced service and special measures	Treated with dignity and respect at all times, needs assessments, special measures,	Some overlap with the WC re: treatment of victims and witnesses.
5	Ensure victims have the chance to make a VPS and given support to make one if needed.	Entitled to make a VPS and have it read out in Court		Clear overlap with VCoP. Nothing in WC re: making a VPS.
6	Kept up to date re: case progression, court hearings and outcomes	Kept up to date: Police investigation, arrest, bail conditions, out of court disposals, decision to take NFA, charging decisions, court dates, court outcomes, appeals, release (if under the VCS)	Named point of contact, kept informed at all stages as the case progresses through the CJS.	Clear overlap with VCoP and WC. Both the VCoP and WC set out clear expectations and obligations that service providers keep victims and witnesses informed and updated.
7	Ensure victims receive a timely response from the police	Acknowledgement of the reported crime and subsequent updates to specific timescales	Kept informed by main contact re: case progression	Clear overlap with VCoP and WC. Both VCoP and WC cover this objective.
8	Ensure if property is seized as evidence it will be treated with respect and returned as quickly as possible.			No overlap. Neither the VCoP or WC include anything regarding seized property.
9	Listen to and understand issues and if necessary support the complaints process	Provide information regarding how and who to complain to.	Provide information on how to complain, signpost to relevant agency or national body	VCoP and WC only require agencies to signpost to relevant authority.

APPENDIX B Victims' Board Terms of Reference

Meeting:	Police and Crime Commissioner's – Victims Board
Purpose of group:	To improve outcomes and services for victims
Frequency:	Quarterly
Chair:	Police and Crime Commissioners
Members:	<ul style="list-style-type: none"> • Police and Crime Commissioners • Head of Commissioning, OPCC West Mercia • ACC Local Policing and Operational Support • Head of Criminal Justice – Warwickshire & West Mercia Police • Deputy Chief Crown Prosecutor - CPS • Assistant Chief Officer – NPS • Head of Service – West Mercia YOS • Regional Manager – NPS • Clerk to the Justices – HMCTS • Crown Court Representative - HMCTS • SSOCG – Chair • Strategic MARAC Board Chair • Regional Manager – Victim Support • Regional Manager – Witness Service • Public Health Representative – WCC • PHE Regional Commissioner • Criminal Justice Manager – OPCC
Core terms of reference:	<ul style="list-style-type: none"> • To ensure that victims are at the heart of the criminal justice system. • To coordinate victim services and pathways which help victims cope and recover • To identify strategic priorities and align services and approaches • To champion the provision of enhanced support for the most vulnerable victims and witnesses. • To ensure that victims and witnesses receive the right information at the right time • To act on recurring concerns about victims in the CJS. • To identify and resolve issues regarding policies and processes relating to victims • To make sure services and approaches are aligned to strategic priorities • To provide a forum for strategic evidence and data sharing, review and problem solving • To ensure compliance with the Victims Code of Practice

APPENDIX B Victims' Board Terms of Reference

Input to meeting - as required:	<ul style="list-style-type: none"> • Strategic reports related to victim and witness issues as required. • Performance management information, related to victims and witnesses • Audits and inspections related to victim services • Issues and risk escalated from members and organisations • Commissioning updates related to victim services • Internal and external reviews related to victims and witnesses
Output from meeting:	<ul style="list-style-type: none"> • Record of actions and decisions • Delivery and action plan updates
Linked meetings:	<ul style="list-style-type: none"> • West Mercia Criminal Justice Board • PCC – Crime Reduction Board • WCC – Strategic Domestic Violence Forum • Police and Crime Panel • Strategic Sexual Assault Coordinating Group • Local Authority Domestic Abuse Forums • MAPPA • MARAC • EVODA • Strategic RJ Programme Board
Meeting support:	<ul style="list-style-type: none"> • Dates, meeting content and agenda – West Mercia OPCC • Minutes and action records – West Mercia OPCC



West Mercia Victims Charter

As your Police and Crime Commissioner, these are the standards which I will hold myself and others to:

“

West Mercia Police will treat victims of crime with respect, without prejudice and acknowledging individual vulnerability.

”

- 1 I will ensure that every victim of crime across West Mercia will have equal access to appropriate levels of information and tailored support to help them cope and recover.
- 2 I will provide the leadership required to ensure the force, our contracted partners and wider stakeholders focus on reducing re-victimisation.
- 3 I will ensure that victims have equal access to tailored support, whether they have reported an offence to the police or not.
- 4 West Mercia Police will treat victims of crime with respect, without prejudice and acknowledging individual vulnerability.
- 5 I will make sure you have the chance to make a personal victim statement for court, and given tailored support to do this if needed.
- 6 As a victim of crime you will be kept up to date about the progress of your case, court hearings and any outcomes, at a time and in a manner which you would reasonably expect.
- 7 I will ensure all victims receive a timely response from the police, taking into account what the offence is and how it has affected them.
- 8 If your property is taken for evidence, I will ensure it is treated respectfully and handed back as soon as it is no longer needed in an investigation.
- 9 I will listen and understand when your needs as a victim have not been met and I will support you through the complaints process (including the Government Ombudsman where appropriate).



ASSURANCE AND PERFORMANCE

1. PURPOSE

The purpose of this report is to provide members of a panel with an update on the Police and Crime Commissioner's (PCC) assurance programme and performance framework.

2. BACKGROUND

The Police and Crime Commissioner (PCC) is the local governing body for policing in the West Mercia area and has an over arching duty to secure an effective and efficient police force for the area. In particular, the PCC has a statutory duty and electoral mandate to hold the chief constable to account on behalf of the public.

The PCC is committed to open and transparent governance and scrutiny of policing and crime issues in West Mercia in accordance with relevant legislation and best practice in relation to governance. The purpose of an assurance programme is to ensure there is a structured framework of scrutiny in place that provides sufficient governance, oversight and challenge to enable the PCC to satisfy his duties in holding the chief constable to account.

Assurance is achieved in a number of ways including:

- Weekly meeting between the Commissioner and the Chief Constable
- Structured holding to account meetings.
- Briefing by the West Mercia Police subject lead or PCC office subject lead to the PCC or his Deputy.
- Attendance by the PCC, Deputy PCC or his staff representation at West Mercia Police and Alliance meetings, which includes Alliance Governance Group Meetings, and Alliance Performance Management Group meetings
- Force site and operational visits.
- Via the additional scrutiny provided to the PCC by the Trust, Integrity and Ethics Committee, the Joint Audit Committee and the Independent Custody Visitors. (ICVs)

An assurance programme can also assist the Police and Crime Panel in their role to scrutinise the actions and decisions of the PCC.

3. ASSURANCE FRAMEWORK

The outline format of an assurance framework was shared with members of the Panel in October. Since then the framework has been subsumed into two delivery

AGENDA ITEM 8

plans. One monitors and tracks delivery against the policing commitments within the plan and the second monitors and tracks delivery against the PCC-owned commitments in the plan.

The policing delivery plan has been developed in conjunction with the Warwickshire PCC's office. To achieve this the comparable commitments around policing from each Police and Crime Plan have been aligned within the one shared delivery plan. As West Mercia Police and Warwickshire Police work together in strategic alliance, this approach will support joint scrutiny and should help identify any variances in service delivery across the two force areas.

Both plans are substantial documents and therefore a summary extract of the plans has been produced for the Panel at Appendix A. The summary provides a concise overview of activity supporting the plan commitments, an accompanying commentary and details of the oversight mechanisms in place. A glossary of the meetings referred to as oversight mechanisms has also been included.

The complete plans contain additional information on risk, outcomes, measures and timescales as outlined in the original assurance framework proposal.

The delivery plans in their entirety will be published on the PCC's website and will be updated on a quarterly basis throughout the life of the Safer West Mercia Plan.

4. PERFORMANCE FRAMEWORK UPDATE

Work is ongoing with the force to redesign and implement a new performance framework aligned to the Safer West Mercia Plan as published at the end of October 2016. The measures in the new framework will be selected as indicators of improvements and progress in delivering the Safer West Mercia Plan. In the interim the most recent police performance report is attached at Appendix C. This is the monthly report for October 2016.

Since taking office the PCC has held a monthly meeting with the Chief Constable to specifically hold him to account on different aspect of force performance and strategic initiatives identified through the assurance programme and the performance reports. Two extra ad hoc meetings have also been held in response to concerns around child sexual exploitation and Operations and Communications Centre (OCC) / 999 / 101 performance. A summary of the areas scrutinised is attached at Appendix B. Notes of these meetings are published on the PCC's website.

5. RECOMMENDATION

Members of the Panel are invited to consider the report.

AGENDA ITEM 8

APPENDIX A

PUTTING VICTIMS AND SURVIVORS FIRST				
Policing element – taken from the West Mercia / Warwickshire shared delivery plan				
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 and Witness Charter. Monitor key performance indicators linked to special measures, needs assessments and signposting to services.	Review of current training to underway. Review of information provided to victims underway. Initial report submitted to Victims' board. Assurance provided re: provision of information. Waiting for full response re: knowledge, skills and attitudes.	Victims' Board. KPI monitoring, Delivery Plan monitoring.
1.2	Champion enhanced support for the most vulnerable	Refer to A3 and A4 below		
1.3	Ensure compliance with the Victims Code of Practice and Witness Charter	Refer to A3 and A4 below		
1.4	Support the appropriate use of restorative justice	Develop a RJ model which is both sustainable and integrated into commissioned cope and recover provision.	Business case submitted for consideration. Business case to go before the December Alliance Governance Group proposing a 3 year funding settlement / investment plan, in addition to an integrated model which supports both PCC and Force priorities.	Alliance RJ Programme Board, KPI Monitoring, Victims' Board
1.5	Ensuring all victims and survivors who report an offence in West Mercia can access 'Track my Crime' or an alternative equivalent capability	<i>Track my Crime</i> (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	The force's delivery of TMC has been subject to a holding to account session. As a result work is now ongoing to scope the viability of delivering either an alternative solution or integration into the Athena Project.	

AGENDA ITEM 8

1.6	Warwickshire only			
Police and Crime Commissioner's Commitments – taken from the local West Mercia delivery plan				
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 delivered.	A public consultation was carried out outlining proposed priorities and actions that would enable the PCC to be VCOP and EU Directive compliant.	The consultation led to a Victims Charter being signed off by the PCC. The charter sets out a number of standards that the newly established Victim's Board will work towards. The PCC will hold the board to account for these standards throughout his term.	Victims' Board, KPI Monitoring, Delivery Plan Monitoring. Audit and oversight
A.2	Complete a victims' needs assessment	A victim needs assessment will be carried out specifically analysing qualitative impacts of existing provision. Quantitative scorecards and heat maps are also being produced to profile demand levels to and existing provision capacity, in addition to highlight any identify potential gaps or duplication in provision.	We are in contractual talks with a provider who will hopefully be in a position to run this from January – March 2017. In addition, strategic assessments related to Domestic Abuse and Child Sexual Exploitation in certain areas.	Victims' Board, Delivery and Assurance plan monitoring
A.3	Bring together and help lead a new Victims Board to ensure better results and consistency.	Terms of Reference for Victims' Board drawn up. Senior Responsible Officers identified and invited to sit on board. Mission, Vision and Values for board drawn up.	Board is now up and running and has had its inaugural meeting where the Terms of Reference was approved, and an action plan for assurance of the Victims Code was planned. This is creating an enhanced collaboration between stakeholders working to support victims. The partnership will meet to discuss challenges and create remedy to barriers found within the victim pathway.	Victims' Board, Delivery Plan monitoring, KPI monitoring, Audit.
A.4	Make sure victims and survivors get effective services, enabling them to cope and recover and reduce their chances of revictimisation	Commissioning intentions for the term of office, contract monitoring linked to outcome frameworks and grant/commissioned activity based on need and score card intelligence.	Contract reviews are in place, outcome3 measurements against frameworks are being developed in addition to KPI's to assist in the management of contracted services (realigned to Safer West Mercia Plan). Follow up being planned regarding victim surveys and qualitative measures. Contracts will meet minimum outcome expectation, or	Contract Mgt. Victims' Board, Delivery plan and assurance plan monitoring. Monitoring of KPIs (including re-victimisation

AGENDA ITEM 8

			action / improvement plan will be overseen and managed by Head of Commissioning. Assurance of cope, recover and focus on reducing re-victimisation from contracts and grants will also be over seen by Head of Commissioning	data).
A.5	Work with government to further enhance services for victims, survivors and witnesses locally	<p>PCC supporting the work of the APCCs Criminal Justice and Victims' reference group, which provides feedback and input to the MoJ.</p> <p>PCC supporting national APCCs, MoJ and LCJB conference in Feb 2016, which will focus on improving services for victims.</p> <p>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.</p>	<p>Early understanding of national movements specifically for devolution of national funding to PCC's as a result of sitting on National Victims and Devolution groups. Influencing policy and advising Ministry of Justice Leads in regards to victims policy, and more latterly witnesses.</p> <p>Early oversight over Minister options papers regarding victims and witness devolution and policy papers prepared by Ministry of Justice Leads. Opportunity for Ministry of Justice Leads and Ministers to become aware of the work in West Mercia and become aware of our transformation / co-designed approach to commissioning.</p>	Assurance and Delivery Plan monitoring. Victims' Board. Horizon scanning re: MoJ intentions to devolve further responsibilities to PCC.

Building a more secure West Mercia				
Policing element – taken from the West Mercia / Warwickshire shared delivery plan				
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	Review and audit of existing needs assessment. Review of MARAC, DASH and EVODA processes. Review compliance with Victims' Charter, Victims' Code of Practice and Witness Charter. Review use of special intermediaries and use of special measures.	Safelives conducted a review of existing MARAC and DASH processes. As a result the area has increased provision for MARAC and is working with partners to improve the management of medium risk cases.	MARAC Strategic Group. Victims' Board. Delivery Plan and Assurance Plan monitoring. Monitoring KPIs.
2.2	(1)Working closely with partner agencies	See 2.1 above		

AGENDA ITEM 8

	to reduce harm and prevent victimisation. (2) Proactively finding the causes of crime so threats are identified and targeted before they escalate. (3) Making sure the police provide the right response to incidents at the right time			
2.3	Working with partners to increase the proportion of hate crimes reported to the police.	<p>This work is ongoing. The force is refreshing its hate crime policies and procedures with its Independent Advisory Groups and others. These should be in place early 2017.</p> <p>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> <p>The impact of BREXIT was closely monitored by the force. Safer Neighbourhood Teams (SNTs) in particular were tasked with focussing on the locations and engagement strategy for people from affected communities in each of their ward areas. A campaign of 'We Don't Tolerate Hate' has promoted amongst community centres and businesses.</p> <p>The force actively took part in the National Hate Crime Awareness Week during October 2016.</p>	<p>Although the aspiration is to increase the proportion of hate crime reported to the force, there was a noticeable spike in reported hate crime in July, 173, compared to a monthly average of 106. This is likely to have been as a result of BREXIT, however the measures put in place by the force appear to have defused local tensions. There has been a further small spike to 145 in October. This is likely to be as a result of the Hate Crime Awareness Week.</p> <p>The PCC, Deputy PCC and Community Ambassadors also took part in engagement activity across the force area (with the police) encouraging residents and businesses to sign up to pledges against hate crime.</p>	
2.4	Working with the West Mercia Safer Roads Partnership and others to improve road safety, using	<p>(1) Reinvigoration of governance and reporting mechanisms</p> <p>(2) Co-ordination and re-commissioning of young driver training initiatives</p>	<p>(1) Creation of Safer Roads Partnership Governance Board. New Partnership Agreement circulated following lapse of the old one. Expansion of Community Speedwatch initiatives monitored</p> <p>(2) Meeting of key providers due 1/12/16</p>	

AGENDA ITEM 8

	practical, evidence led approaches to enforcement and education, reducing the number of deaths and serious injuries.		The Deputy PCC has undertaken engagements with the Pathfinder project, a PCC financed programme teaching essential skills to young drivers in an intensive 5 day course in Worcestershire (Throckmorton airfield – the course is open to young people across the force area) Feedback from the course has been positive from all the young people involved in setting their mindsets about driving safely before they take to the road.	
2.5	Working more effectively with partners and local communities to prevent, resolve and reduce crime and anti-social behaviour.	Agree and implement Community Safety Commissioning Framework. Ensure effectiveness of Commissioners' Grant Scheme. Ensure good governance arrangements are in place re: Community Safety Partnerships, Reducing Reoffending Boards, Integrated Offender Management Boards, Restorative Justice Programme Board, ASB and SNT teams.	Reducing Reoffending Framework drafted. Reducing Reoffending Strategy due to shared with partners in December. Attending all CSP and Local Reducing Reoffending meetings. Crime Reduction Board in place and working with partners to address strategic issues. RJ programme board in place and overseeing the delivery of RJ. Monitoring of grants and commissioning framework in place. Performance management monitoring in place.	Community Safety Partnerships, Crime Reduction Board, RJ Programme Board, Local Reducing Reoffending Boards. IOM Board. Monitoring KPIs.
2.6	Ensuring partnership commitments are fully implemented and delivering the best possible results including West Mercia's (1) Reducing Reoffending Strategy and the (2) Mental Health Concordat	Consult and publish a West Mercia Reducing Reoffending Strategy. Ensure MH Concordat actions are delivered.	Reducing Reoffending framework in place. Consultation with stakeholders held. Draft Reducing Reoffending Strategy due will be shared with partners in December. After six week consultation with partner, strategy will go out for public consultation. Strategy on track to be published in March 2017. MH Concordat strategic board in place. PCC represented. Local MH concordat action plans in place.	Crime Reduction Board. MH Concordat Strategic Board. Delivery plan and assurance plan monitoring. Monitoring of KPIs.
2.7	Work with regional and national partners to ensure we have	(1) Monitoring of Police Reform and Transformation Programme, including Specialist Capabilities Board in particular	(1) Specialist Capabilities Board initial proposals responded to, agreeing to development of detailed business case.	>Specialist Capabilities Board

AGENDA ITEM 8

	the capability and capacity to tackle major challenges to safety set out in the Strategic Policing Requirement.	(2). Reinvigoration of Regional capabilities governance (3). Build into Assurance and Holding to Account Programme	(2)(3) Shared Policy resource created jointly with 3 other West Midlands PCCs. Better reporting of NPAS performance and governance agreed.	
2.8	Warwickshire only			
Police and Crime Commissioner's Commitments – taken from the local West Mercia delivery plan				
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	Victims Board established, along with Governance and Terms of Reference for the group.	Greater collaboration between key stakeholders working to support victims. Understanding of the challenges and hurdles which can be discussed and resolved where possible as a partnership.	Action Plans which are owned by key stakeholders and work on improving the journey for victims, designed around the needs of the victim.
B.2	Make sure public funding used in support of this objective is allocated responsibly, is outcome focussed and based on proven need	Commissioning Strategic Frameworks / scorecards will be used in the determination of funding allocation, ensuring funding decisions are based on need and prioritisation.	An understanding of the trends, needs and demand profile across West Mercia; alongside this an understanding from victims what works or doesn't and what is needed to achieve their outcomes.	Scorecards will be updated quarterly (quantitative). Qualitative element of the needs assessment will be gathered over the winter in preparation for future victims and witnesses commissioning in 2017-2020.

AGENDA ITEM 8

				Contract management of providers will cross reference demand and trend data over their contractual period.
B.3	Use a commissioning framework to ensure funding for community safety partnerships represents value for money	Framework now established; development of KPIs via working groups made up of key partners / providers.	An assessment of outcomes, and a tool to measure distance travelled.	Use of the Outcome Star, and the assessment of expected KPIs that we would expect from the investment.

Reforming West Mercia				
Policing element – taken from the West Mercia / Warwickshire shared delivery plan				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
3.1	(1) Ensuring the alliance transformation programme delivers a better, more efficient service to the public. (2) Invest to save, so that the force can be more adaptable and make best use of its resources. (3) Ensure there is strategic planning for	(1) Development of proposals for Transformation approach (2) Close monitoring and scrutiny of police budget development (3) Oversight of Force change programmes	(1) Business case under development, due late December '16 (2) Budget setting process underway for 2017-18 (3) OCC Build underway and project on target. The Commissioner led a ceremonial turf cutting ceremony for the new OCC in October. This was done with partners, including the fire service and alliance Chief Officers. See also 3.4 below	> Transformation Board > IPCAC programme Board

AGENDA ITEM 8

	<p>the future of policing in West Mercia.</p> <p>(4) Deliver the OCC programme in time and in budget to improve force resilience.</p> <p>(5) Ensuring the force has fit for purpose buildings and contact points which best meet the needs of local communities and the organisation.</p>			
3.2	Increasing the number of special constables.	<p>(1) Develop a marketing and communications strategy</p> <p>(2) Ensure a streamlined recruitment and training process</p> <p>(3) Improve recruitment and retention</p>	<p>An updated plan has been produced, detailing engagement up to and including August next year. It is shared with PCCs for information.</p> <p>The force is engaged with a number of publications – such as Special Beat and Police Professional and updated information has gone onto the force website.</p> <p>(2) There have been around 1,600 applications since the new programme launched. People failing part of the criteria have been supported and brought back into the process. There were 52 new recruits in the first month of the new Specials project. West Mercia is currently seeing around 60 applications a month.</p> <p>(3) Contact is being made with large employers to see how they can support workers to become Special Constables. Attrition rates are currently low and existing Specials are contributing more hours now – 1,000 extra hours were worked in the most recent monitoring period compared to the previous one.</p>	Citizens in Policing Board
3.3	Understanding,	Alliance Strategic Learning and Development	Work yet to commence on identifying specific needs	

AGENDA ITEM 8

	investing in and developing the force's officers, staff and volunteers to make sure they are reaching their full potential.	Board created to act as a vehicle for overseeing this and other people development programmes.	and work plan See 1.1 above	
3.4	Delivering new fit for purpose technology and making best use of it.	Comprehensive delivery programme developed and in train, covering: <ul style="list-style-type: none"> • Data network • Vehicle telematics • Desk top refresh • ANPR • Saab Safe • Athena Mobile working and Body Worn Video capability subject to confirmation	Established work streams on target for completion March to May 2017 except: ANPR on target for August 2017 SaabSafe on target for November 2017 Athena timescales subject to confirmation following testing. Body Worn Video final business case due for consideration 30/11/16	Capital Programme oversight; PCC representation on Force Transformation Board and individual programme and project boards
3.5	Support the health and wellbeing agenda within the alliance	A Health and Wellbeing Board chaired by the Chief Constables exists to oversee a programme of initiatives and events to improve health and wellbeing in the organisation and secure an optimum working environment.	Health and Wellbeing survey undertaken in October /November.	>Briefings
3.6	(1)Delivering new online platforms for communications and engaging with the public and partners, alongside traditional and existing methods. (2)Making sure the force has the right contact channels for the public and it provides the right	This area of work is ongoing	Feedback has been provided on the usability of the force's community messaging system. The PCC's office is now engaged with the force to help make improvements for communities. The PCC has held a specific holding to account session regarding the force's 101 service. The Commissioner is reassured that the force is taking action to improve the 101 service. Waiting times and dropped call rates have improved already.	>Improve Public Contact & Comms Programme Board

AGENDA ITEM 8

	response every time.			
3.7	Ensuring a stable workforce which better reflects the demographic makeup of our communities	The force has a recruitment, retention and progression strategy in place and a Diversity Delivery Group to support delivery.	The proportion of BME officers in West Mercia Police was 2.3% at the end of March 2016, compared to a local BME population of 3.8% - a difference of 1.5%. This puts us in a better position than all of our family of forces bar one (Devon and Cornwall) and much better than forces with a much more diverse workforce	>AGG >Strategic Diversity Group
3.8	Making sure all communities, individuals and staff are treated equally, fairly and respectfully by the force.	(1)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. See also 3.10, 3.11 and 3.12 below	An annual equality plan is published and the force is compliant with the General Public Sector Equality Duty	>Strategic Diversity Group
3.9	Increasing the number of police volunteers	See 3.2 above		>Citizens in Policing
3.10	Make sure police follow custody rules and treat detainees safely and fairly, via an ICV scheme.	The PCC's office is responsible for the ongoing management and administration of an Independent Custody Visitors Scheme (ICV). The scheme comprises of four panels of volunteers whose role is to attend police stations to check on the treatment of detainees and the conditions in which they are held and ensure their rights are observed.	The ICVs continue with their programme of visits which is agreed locally by each of the 4 panel chairs. Regular reporting is in place, together with liaison with Custody staff to ensure issues raised are dealt with. Work is ongoing with the Warwickshire PCC's office to develop a shared ICV handbook and electronic form for use in the custody suites.	>ICV visits/ panel meetings >Strategic Custody Users Forum
3.11	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 non compliance. A small team was established to address the causes of non compliance 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 <i>Ride Along scheme</i> and	All three areas of non compliance have been addressed. The force's stop and search website pages have been revamped and all outcomes information is now published. The PCC's website links through to these pages. A <i>Ride Along</i> scheme was launched in May 2016 and 197 requests for the scheme were made within the first 3.5 months. The force has a community complaints trigger, however the number of complaints is very low – only 5 since 1 April 2015. All complaints are reviewed by the	>Stop and Search Strategic Group. >Strategic Diversity Group

AGENDA ITEM 8

		strengthening the involvement of communities with community triggers. HMIC undertook a re-inspection in August 2016	Professional Standards Department and shared with an Independent Advisory Group. The outcome of the HMIC re inspection was that in September 2016 the Home Secretary confirmed to the CC and PCC that the force had been re instated onto the BUSS. There will be continued oversight of BUSS and stop and search by the PCC.	
3.12	Ensuring the Police Code of Ethics is embedded within the force's culture, and is adhered to.	Assurance programme Trust, Integrity and Ethics (TIE) Committee work programme	Police complaints dip-sampling scheme overseen by TIE Committee well-established; TIE Committee work plan on target; Civil Claims monitoring process developed and on target	>Monthly Holding to account meeting; >TIE Committee; >Civil Claims monitoring
3.13	Warwickshire only			
3.14	Monitor the National Specialist Capabilities Programme and respond to any changes arising from it.	See 2.7 above		
3.15	(1)Delivering a modern, effective and adaptable support function which responds to the needs of our services and communities. (2)Aspire to a market leading support service for policing.	See 3.1 above		
3.16	Warwickshire only			
3.17	(1)Working alongside public and third sector partners so	See 2.5 and 2.5		

AGENDA ITEM 8

	that together they deliver a safer West Mercia. (2) Join up services and commissioning with partners where there are operational and financial benefits.			
PART B: Police and Crime Commissioner's Commitments – taken from the local West Mercia delivery plan ALL ELEMENTS OF LOCAL DELIVERY HAVE BEEN INCORPORATED INTO THE SHARED DELIVERY PLAN ABOVE (3.1 – 3.17)				

Reassuring West Mercia's communities				
PCC's Commentary				
Policing element – taken from the West Mercia / Warwickshire shared delivery plan				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
4.1	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>The BRC teams have continued with locally tailored support across all 7 strands of the initiative.</p> <p>The 50 days of action has been repeated by force communications and the force website pages on Rural Matters are being kept up to date with information and advice.</p> <p>A number of operations have been undertaken in support of Rural Matters including Operation Vulture (cross border crime), Operation Carrow (poaching).</p>	<p>The Rural Matters initiative is ongoing.</p> <p>The alliance portfolio holder has undertaken a review of resource requirements, as the current funding for posts ends on 31 March 2017. The PCC and his office are now working with the force to determine and agree funding for posts 1 April onwards</p> <p>The current stand alone BRC funding stream will become part of the main grants scheme. As a consequence, the PCC along with his Warwickshire counterpart have agreed to disband the Rural and Business Governance Board.</p>	<p>>Briefings</p> <p>>Quarterly tactical meetings</p> <p>>Update reports on PCC funded initiatives</p>

AGENDA ITEM 8

4.2	Working with businesses and partners through the Business Matters plan to ensure business crime is addressed effectively.	<p>The alliance tactical plan (Business Matters) sets out 7 key strands of activity in support of the force approach to business matters. The local policing superintendent for Herefordshire holds the alliance portfolio for rural and business and oversees delivery against the tactical plan. There a number of Rural, Business and Cyber (BRC) Coordinator and other support posts across West Mercia, supported by PCC funding, to provide local delivery in support of the tactical plan.</p> <p>The BRC teams have continued with locally tailored support across all 7 strands of the initiative.</p>	<p>The Business Matters initiative is ongoing, but it is recognised that the initiative is not as developed as Rural Matters.</p> <p>The alliance portfolio holder has undertaken a review of resource requirements, as the current funding for posts ends on 31 March 2017. The PCC and his office are now working with the force to determine and agree funding for posts 1 April onwards</p> <p>The current stand alone BRC funding stream will become part of the main grants scheme. As a consequence, the PCC along with his Warwickshire counterpart have agreed to disband the Rural and Business Governance Board.</p>	<p>>Briefings</p> <p>>Quarterly tactical meetings</p> <p>> Update reports on PCC funded initiatives</p>
4.3	Working with partners to improve prevention and understanding of cyber crime, ensuring the strategy is fully implemented and emerging threats tackled.	<p>Cyber crime is a strategic priority for the force and is identified as a national risk in the Home Secretary's Strategic Policing Requirement (SPR). A draft revised Cyber Crime Strategy for the alliance sets out the approach to cyber. This is supported by a draft delivery plan.</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, <i>#BeCyberSmart</i>, which supports and promotes structured communication campaigns across the alliance.</p>	<p>The draft revised Strategy and delivery plan have been submitted for approval to the AGG at the end of November 2016. Prior to the AGG meeting the draft document is due to be reviewed by the Strategic Cyber Governance Group which will be meeting for the first time in a year at the end of November.</p> <p>All four PCCs within the West Midlands Region have come together to run an online survey into cyber crime. The survey was launched at the end of October and is open until the 9 January. The survey is seeking to raise awareness, identify priorities and help identify policing and partner priorities. The survey supports <i>#BeCyberSmart</i>, which is running a festive themed awareness campaign in the run up Christmas.</p>	<p>>Briefings</p> <p>>Cyber crime strategic governance group</p>

AGENDA ITEM 8

4.4 / 4.5 – Warwickshire only				
4.6	Ensuring the force is visible and accessible both in communities and online.	See 3.6 above		>Improve Public Contact & Comms Programme Board
4.7	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.	The website has recently been subject to review by the Police Integrity Team at the Home Office in relation to senior police remuneration and is compliant.	>Improve Public Contact & Comms Programme Board
4.8	(1)Engaging with the public and acting on their concerns locally. (2)Making sure people get an individual response based on their specific needs, and they understand the services they can expect to receive. (3) 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	Draft strategy to AGG for approval on 30 November 2016	>Improve Public Contact & Comms Programme Board
Police and Crime Commissioner's Commitments – taken from the local West Mercia delivery plan				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
D.1	Develop and publish a Communications	Develop, publish and implement a new Communications and Engagement Strategy	A new strategy has been drafted following the publication of the Safer West Mercia Plan. It will be	

AGENDA ITEM 8

	and Engagement strategy, setting out how I will actively engage with communities and monitor performance		further developed before implementation in due course.	
D.2	Launch a new Commissioner's Ambassador scheme to deliver more engagements, relationships and local links across our communities	Design and establish a new Ambassador programme.	<p>The new Ambassador programme is up and running. The new Ambassadors have carried out a wide range of engagements across the force area, with community concerns/opinions fed back to the PCC. They are also involved in resolving a number of identified community issues with the PCC's support. There is currently an Ambassador vacancy in Worcestershire, which will be recruited in the near future.</p> <p>All Ambassador engagements are logged and monitored on a continual basis. Informal monitoring is carried out weekly and formal monitoring will be carried out quarterly. Monitoring includes break down of Ambassador engagements by geography, demographics, outcomes and actions arising.</p>	Comms and Engagement Strategy (D.1 above)
D.3	Ensure that the police and partner organisations are active and effective in tackling the issues that are important to our communities	Approach to be developed	TBC	
D.4	Involve, engage and empower communities in the delivery of my plan through more opportunities for	Enable more opportunities for active citizenship	The Commissioner has doubled resourcing for West Mercia's community speedwatch schemes, enabling communities to monitor and help tackle a key issue in some communities.	

AGENDA ITEM 8

	active citizenship and volunteering			
D.5	Be open and transparent in all the decisions and appointments I make and in the way I hold the Chief Constable to account	<p>(1) Publish relevant paperwork from meetings</p> <p>(2) Publish an online decisions log</p> <p>(3) All appointments are advertised on the PCC's website, via relevant recruitments sites and internally.</p>	<p>(1) The paperwork online is currently up to date. Agreed minutes and papers from meetings are now published on the PCC's website from a range of meetings with more to follow in the near future. Minutes and subsequent correspondence from Holding to Account meetings with the Chief Constable are also now published and are up to date.</p> <p>(2) This is up to date on the PCC website.</p> <p>(3) The appointment of the Deputy PCC and Treasurer were subject to scrutiny and confirmation by the Police and Crime Panel.</p>	Website management plan
D.6	Work with the police to publish information arising from recommendations in HMIC or other strategic reports	<p>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.</p> <p>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.</p>	<p>The PCC has a statutory responsibility to respond to the Home Secretary following the publication of a HMIC force report. The inspection report and response the Home Secretary are published on the PCC's website and shared with the force.</p> <p>A response to HMIC's PEEL Effectiveness report was published in November 2016.</p>	

GLOSSARY: OVERSIGHT MECHANISMS – SUMMARY OF MEETINGS

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

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

AGENDA ITEM 8

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
NAME	PURPOSE – (Safer West Mercia Plan – Reforming west Mercia)	MEETS
Transformation Board	Provide the governance for decisions made on all change and transformation against organisational objectives.	Bi-monthly
Strategic Athena Management Board	National meeting of all forces signed up to the Athena programme to provide oversight and assurance of the national programme.	Quarterly
Athena Programme Board	To lead, direct and coordinate the work that is required to focus on the delivery of the business changes that are necessary for the successful implementation of the Athena system.	Minimum bi monthly
Property Board	To ensure a fit for purpose estate is provided in the right location at optimal cost to support service delivery and thereby protect people from harm.	Quarterly
Strategic Health and Safety Group	Provides oversight to health and safety matters across the alliance	Quarterly
Place Partnership Board	Provides guidance and development of the Company so as to deliver the strategic ambitions of the partner organisations, as set out in the Shareholder agreement.	
NAME	PURPOSES – (Safer West Mercia Plan – Reassuring West Mercia's communities)	MEETS
Improving Public Contact and Communications Board	Primary function is oversight of the OCC programme but is developing to cover all aspects of contact management and public	Quarterly
Citizens in Policing Steering Group	Oversight of recruitment of special, volunteering and citizens academies	Quarterly
Strategic Diversity Group	Police and partner meeting providing strategic oversight of all equality and diversity activity within the alliance including recruitment, hate crime, stop and search and new initiatives	Quarterly
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

AGENDA ITEM 8

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

AGENDA ITEM 8

APPENDIX B

Monthly Holding to Account Meeting – Summary of Items Covered 2016/17 (Meeting notes are published on the PCC's website)

MONTH	AGENDA ITEM (P = Performance, SI = Strategic initiative)	SAFER WEST MERCIA PLAN OBJECTIVE*	DELIVERY PLAN REF
May	Victim satisfaction and follow up (P)	Victims	1.1
	Response times to incidents (P)	Secure	2.2
	Crime Outcomes (P)	Victims	1.1
	Force approach to anti social behaviour (SI)	Secure	2.2
June	Missing persons (P)	Secure	2.1
	Child at risk markers (P)	Secure	2.1
	Cyber crime (P) – item was deferred	Secure / Reassure	4.3
	Leveson inquiry (SI)	Reassure	3.12
	PCSO numbers(SI)	Reform	3.7
July	Track my crime implementation(P)	Victims	1.5
	Cyber crime (P)	Secure / Reassure	4.3
	Total recorded crime –contributory factors (P)	Secure	2.2 / 2.5
	Sexual offences (P)	Secure	2.2
	Post Brexit hate crime (P)	Reassure	2.3
	Post Nice actions (P)	Secure	2.7
	Workspace modernisation (SI)	Reform	3.1
August	No meeting		
Sept.	Cyber crime (P)	Secure / Reassure	4.3
	Domestic burglary (P)	Secure	
	Transformation Programme (SI)	Reform	3.1
	Child Sexual Exploitation	Victims / Secure	1.1/ 1.2/2.1 /2.2
Oct	Violent crime (P)	Secure	2.2 / 2.5
	Training – coercive control and stalking & harassment (P)	Victims	1.1
	Crime bureau backlog (P)	Victims	1.1
	Domestic burglary (P)	Secure	2.2 / 2.5
	Damage to police vehicles and driver training (P)	Reform	3.3
	Talent Management (SI)	Reform	3.3
	Digital Forensics (SI)	Reform	3.4
	OCC and 101 performance	Reform	3.1
Nov	Young People in custody (P)	Reassure	3.10
	Victim satisfaction and follow-up (P)	Victims	1.1
	Rape Victims' Survey (P)	Victims	1.1
	Domestic Violence Protection Notice (P)	Secure	2.1
	Police volunteers and Specials (SI)	Reform	3.2 / 3.9
	Rural crime initiative (SI)	Reassure	4.1

Shown blue Denotes additional ad-hoc holding to account meeting

*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



Performance Summary (West Mercia)

October 2016

Author:	Performance Review
Date:	November 2016
Version:	1
GPMS marking:	

Summary

Topic	Data	Activity	Page No.
<i>To Protect Communities from Harm</i>			
Confidence	Small decrease and below national average	Continue to work to drivers of confidence	4
Hate Crime	Increase on Sept and sig. above the monthly average.	Activity for Hate Crime Awareness Week. Tactical initiatives to improve satisfaction	5
Victim Satisfaction	Slight decrease in satisfaction	Significant local activity to improve follow up service. Rape survey is now 'live'; DA survey to follow shortly.	7
Repeat Victimisation / Offending	Consistent volumes of repeat victims & offenders	'Repeats' data shared with policing area commanders.	9
Missing Persons Reports	Decrease on Sept – for U18s & repeats	Pro-active work ongoing including targeted work with care homes.	9
<i>To Reduce Crime & Disorder</i>			
Violence with Injury	Decreased reporting on Sept but above the monthly average.	Analysis undertaken to understand increase in violent offences & source of recording	14
Sexual Offences – Rape	Decrease on Sept but above the monthly average.	Analysis undertaken to assess risk associated with 'current' offences.	15
Sexual Offences – Other	Increase on Sept and above the monthly average.	Analysis undertaken to assess risk associated with 'current' offences.	15
Domestic Burglary	Decrease on Sept and above the monthly average	No notable exceptions or trends.	16
Robbery	Decrease on Sept	No notable exceptions or trends	17
Business Crime	Increase on Sept and above monthly average.	'Your Business Matters' activity ongoing.	18
Rural Crime	Increase on Sept and above monthly average.	'Rural Matters' activity ongoing.	19
Domestic Abuse	Increase on Sept and above monthly average.	Local activity to promote positive action around domestic abuse.	20
Child at Risk / CSE	Increase on Sept and above monthly average.	Analysis into the source of recorded offences i.e. via MASH partnership	21
Cyber Crime	Increase on Sept and above monthly average.	Force actively advocating the national Cyber Essentials scheme	22
Anti-Social Behaviour	Volumes in line with September	No notable exceptions or trends	23
Road Traffic Casualties	Data for October not available	High harm routes subject to daily tasking.	24
Response Times to Emergency Incidents	Small improvement in average response times	Performance levels subject to further discussion and definition	25
<i>To Ensure an Efficient and Effective Police Service</i>			
Sickness	Small increase in officer sickness and small decrease in staff sickness compared to the previous month.	Annual staff survey undertaken – 53% response rate	27
Complaints	Improvements in timeliness of recording.	Subject to ongoing monitoring.	28
Firearms Licensing	Temporary Permits issued to ensure all licence holders are certified.	Performance framework being developed to monitor the transitional plan.	30

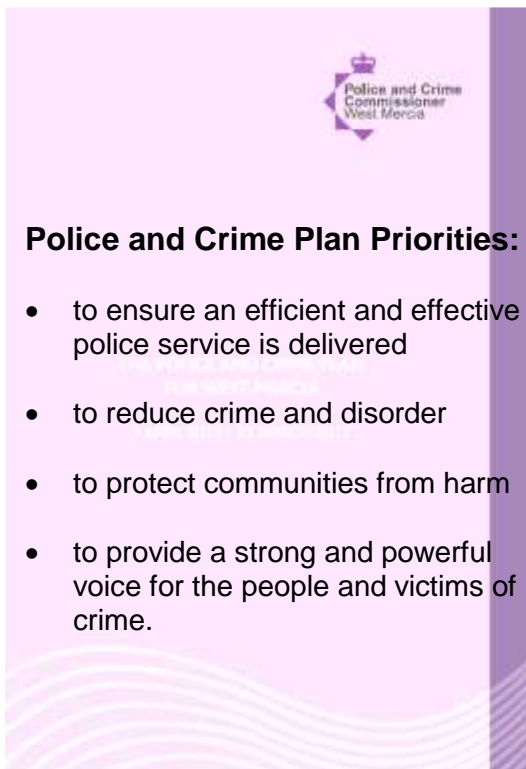
Performance Summary

1. Introduction

This performance document aims to report on areas of performance that relate to the priorities contained in the Police and Crime Plan and key areas of risk identified in the Alliance Control Strategy.

The document does not report on all aspects of performance, it comments on areas of high harm and other areas where there has been a notable change. Crime data is presented through control charts. These allow us to see the normal expected variation in monthly offence volumes and identify when outliers occur beyond this stable position, and therefore where further investigation into the cause of this change is needed. The force monitors a wide range of other information to support the management of performance.

This report is produced monthly building into a quarterly review and then informs the forces Performance Management Group, chaired by the Deputy Chief Constable, where performance information is discussed in greater detail.



Police and Crime Plan Priorities:

- to ensure an efficient and effective police service is delivered
- to reduce crime and disorder
- to protect communities from harm
- to provide a strong and powerful voice for the people and victims of crime.



Alliance Control Strategy 2015

Police and Crime Plan Priorities for West Merca

The Control Strategy identifies priorities based on assessment of areas of highest risk and harm.

Strategic Priorities

- Crime and Disorder
- Community Safety
- Public Protection
- Crime Prevention
- Crime Investigation
- Crime Analysis
- Crime Response
- Crime Prevention
- Crime Investigation
- Crime Analysis
- Crime Response

Intelligence Requirements

- Intelligence Requirements
- Intelligence Requirements
- Intelligence Requirements
- Intelligence Requirements
- Intelligence Requirements
- Intelligence Requirements
- Intelligence Requirements
- Intelligence Requirements
- Intelligence Requirements
- Intelligence Requirements

2. Summary of Performance

Aim: To Protect Communities from Harm

2.1 COMMUNITY

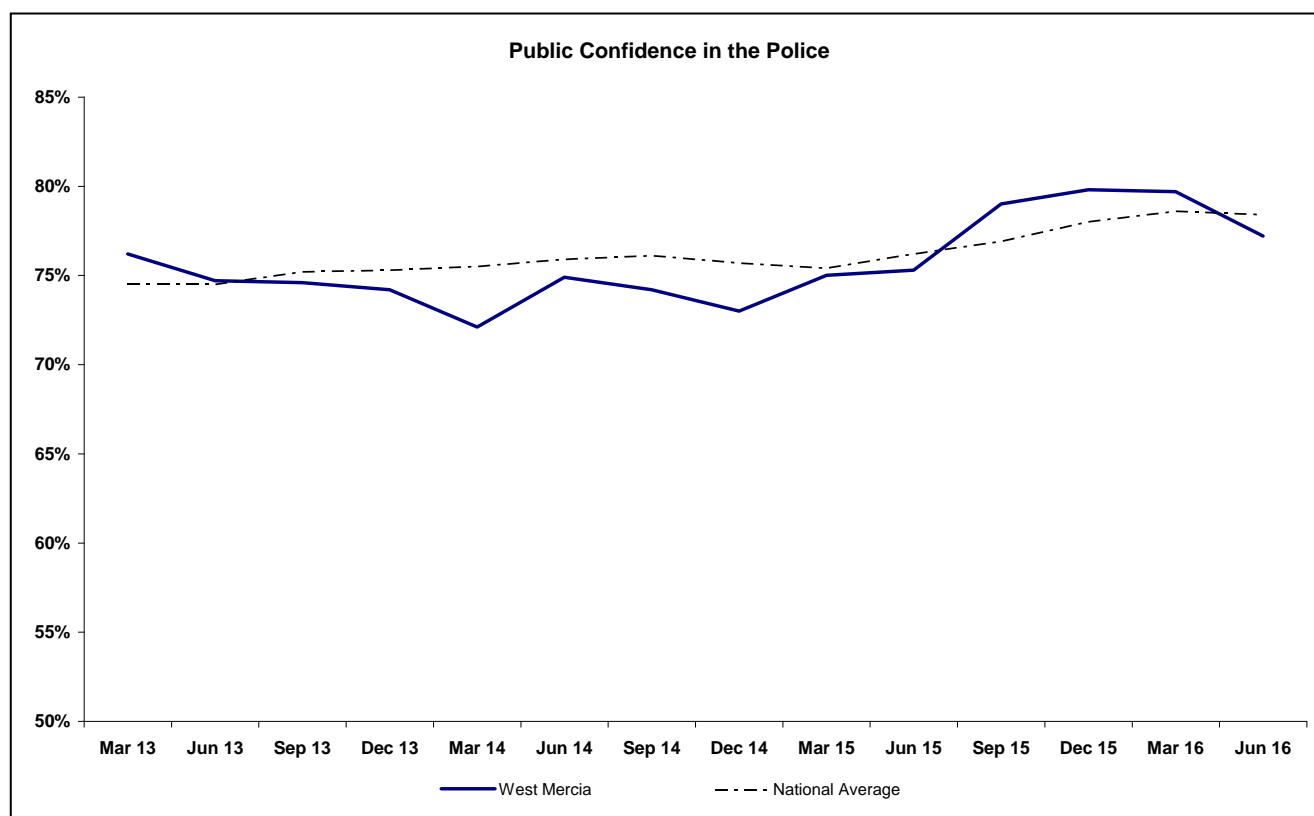
2.1.1 Confidence in Police

Public confidence in the police is measured through the national Crime Survey for England and Wales (CSEW). The data is published quarterly, with the latest update covering the period to June 2016. The next update will be published in January 2017.

Latest data shows a small decrease in confidence, with levels falling slightly below the national average. However, nearly 8 in 10 people (77%) remain confident in the police in their local area.

The national trend shows a general improvement in confidence, although at a slowing rate in recent quarters. Most forces have seen static performance in the latest quarter.

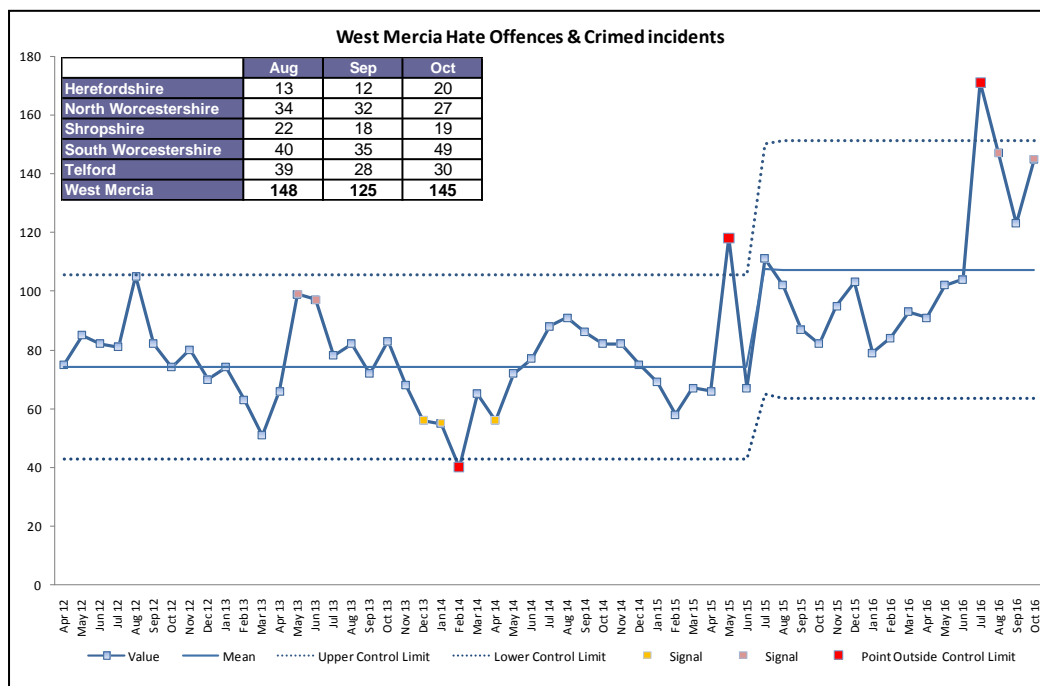
We do not measure confidence locally, however we do focus activity around what we know are the drivers for confidence, namely visibility, service quality and accessibility, to try to ensure a high level of public confidence.



2.1.2 Hate Crime

Signs of Improvement would be:

Increased reporting
Sustained/ improved victim satisfaction

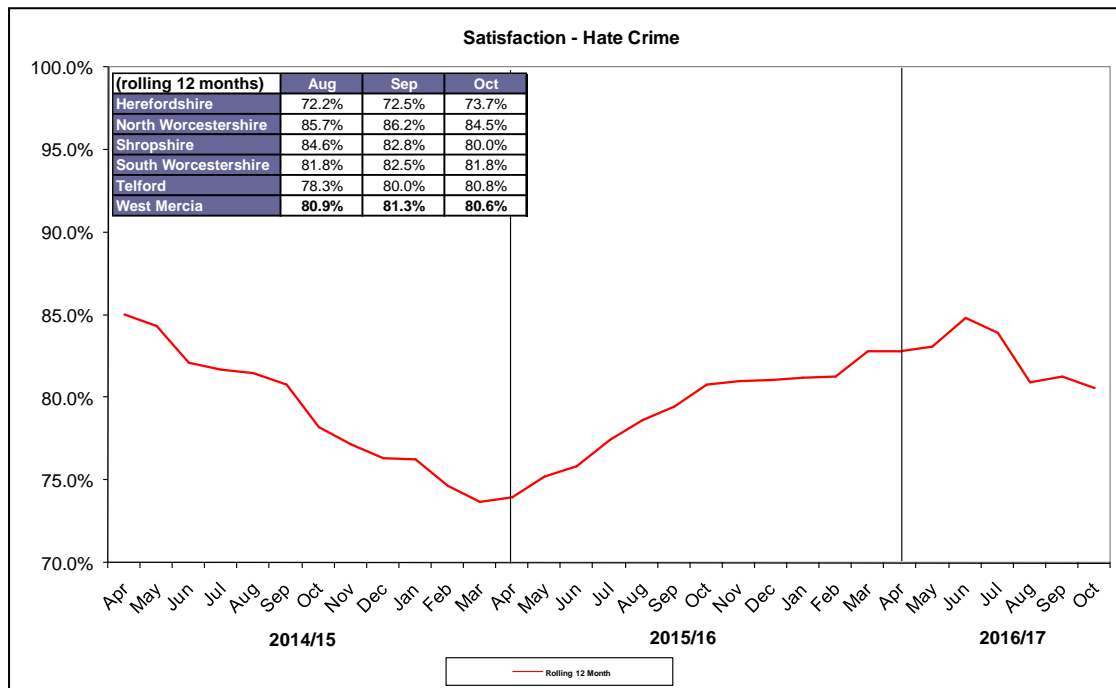


The force recognises the significant impact of hate crime on victims and the need to continue to encourage those subject to such incidents to have the confidence to report and receive high levels of service. The diversity team review all reported hate crimes and incidents to help identify any trends and ensure victims receive the best level of service. Ultimately, the long term aim is to reduce the volume of offending and the number of victims subject to hate offences.

145 hate offences/ incidents were recorded in October, an increase compared to the previous month (125) with volumes remaining above the monthly average (106).

Higher than average volumes in a number of policing areas are likely to be the result of Hate Crime Awareness Week which took place in October. A number of awareness events took place across the force, supported by a significant media/social media campaign.

Hate Crime Victim Satisfaction



As the number of reported hate crimes is low, the number of victims who are surveyed each month is also low (average of 31 per month). The data is therefore shown on the chart as a rolling 12 month average to give a longer term trend and to prevent short term reactions to what can be significant month-on-month variations.

81% of hate crime victims were satisfied with their experience with the police, a slight decrease compared to the previous month¹ and a further decline from a peak in June 2016. This is represent across policing areas apart form Herefordshire who have seen a marginal increase. Early indications of the decline have been raised with policing areas and will be subject to ongoing monitoring.

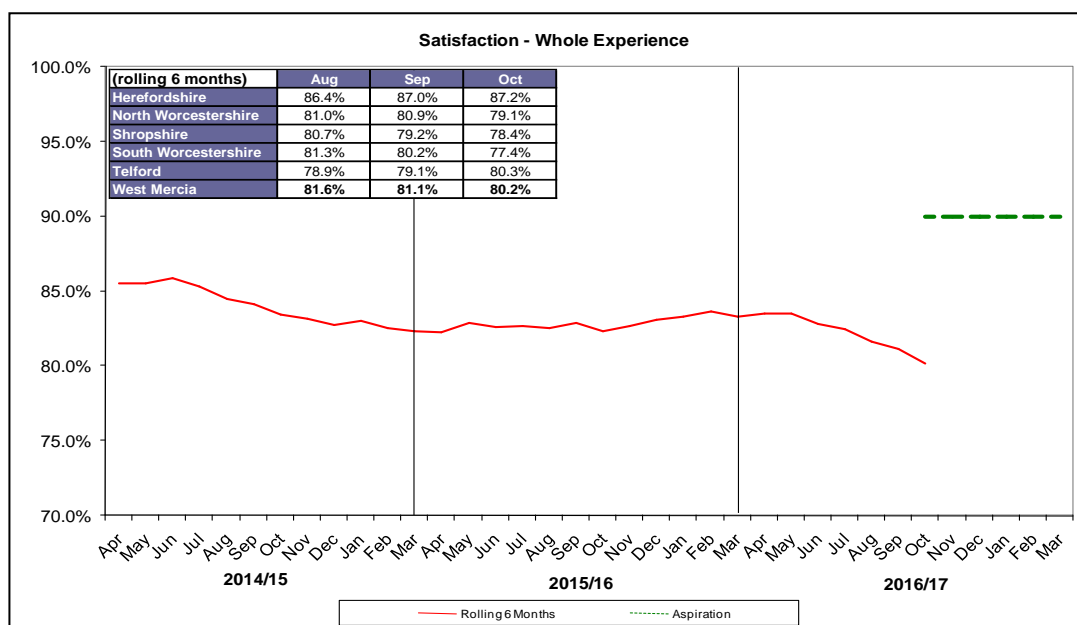
¹ This is based on interviews undertaken over the last 12 months to give an adequate sample size for analysis

2.2 VICTIMS

2.2.1 Victim Satisfaction

Signs of Improvement would be:

Improved satisfaction: overall & with follow up
Change against comparative Forces



As per Home Office guidance the four stages of satisfaction that are measured are Ease of Contact, Actions, Follow-up, Treatment and Whole Experience. The Alliance aspiration for overall victim satisfaction is 9 out of 10 victims satisfied with the service provided.

Overall victim satisfaction shows a slight decreasing trend which is most notable from June 2016 – currently 80% (rolling 6 months) are satisfied with their 'Whole Experience'. Herefordshire is showing an upward trend in relation to overall satisfaction which is predominantly driven by an improvement in the 'actions' stage. All other policing areas are showing a slight decline in performance, which is more prevalent in Worcestershire.

The stages identified that require improvement are Follow-up and Actions and this is where we are focusing our efforts in order to drive performance and overall satisfaction up. Confidence and satisfaction are key measures and ones that are subject to discussion and scrutiny at the quarterly Performance Management Group. Victim Satisfaction was discussed at PMG in October where it was agreed we aim to see Follow-up increase by 10% by the end of March 17. This will be achieved through greater local visible leadership and continuity of policing area champions supporting them.

Significant local activity continues under the governance of the Victim Satisfaction Improvement Group who are using best practice from other Forces such as Durham to understand how they achieve high levels of satisfaction. Aide-memoire Follow up posters focusing on 'putting victims first' have been circulated/displayed across the Forces and raising awareness of what victims require with staff continue.

The new qualitative survey for Rape victims has now been running for four months, and has been well received by both victims and officers. The Home Office Domestic Abuse Victim Survey went 'live' at the beginning of October and to date 110 victims have been surveyed across the Alliance. Results will be available when a statistically valid sample of victims has been achieved.

2.2.2 Crime Outcomes

Detail of crime outcomes was reported on in the last quarterly report and will be reported on in the next quarterly report in January.

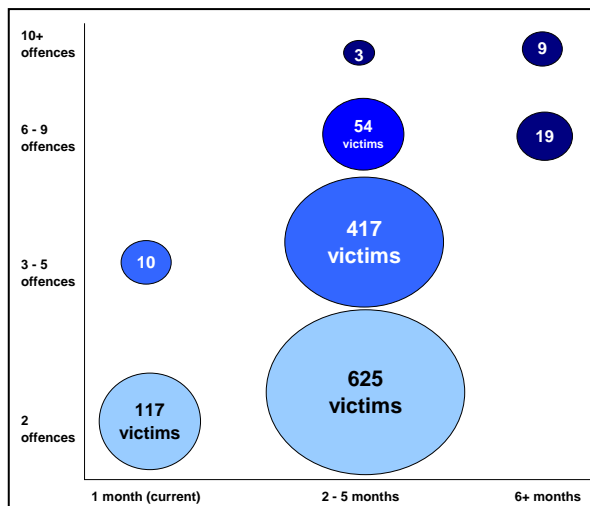
2.3 VULNERABILITY

Signs of Improvement would be:

Reduction in repeat victims and offenders
Improved IOM processes

A repeat victim (or offender) is defined as an individual recorded as a victim (or offender) in the current reporting month that has had at least one other offence in the preceding 12 months. As a repeat victim (or offender) can have presence in both force areas, these counts reflect West Mercia's victims/ offenders only, but quantifies total offences across the alliance.

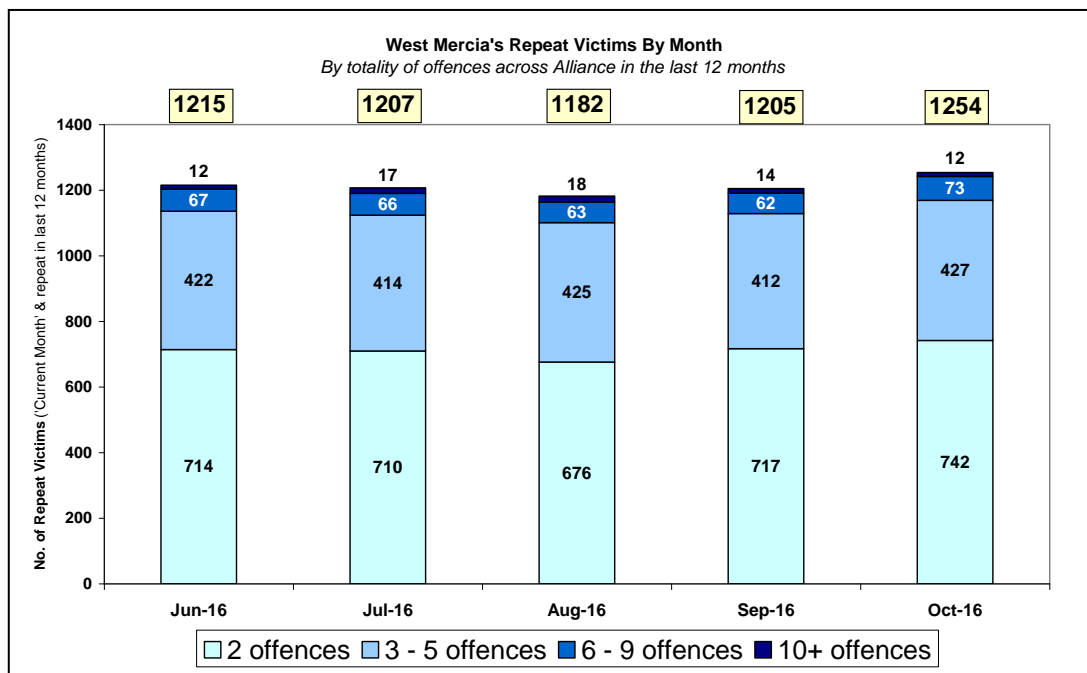
2.3.1 Repeat Victimization



In October, 25% (1,254) of all victims were repeat victims (subject to at least one further offence in the last 12 months). Of these, 512 (41%) have been victims at least 3 times in the 12 month period.

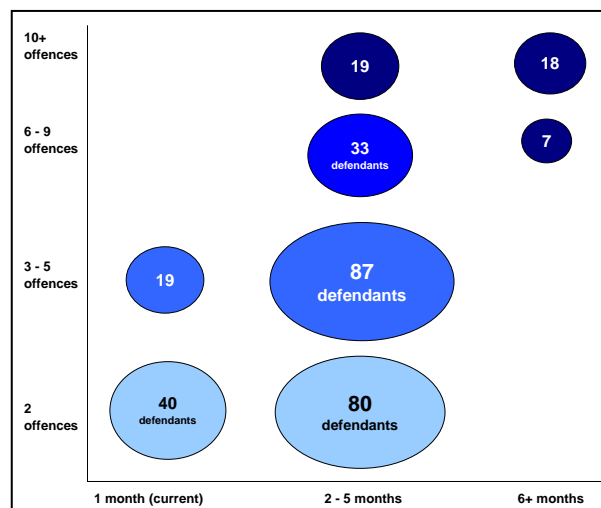
12 individuals have been a victim of 10+ offences. 1 North Worcestershire victim has been a victim of 18 offences predominantly criminal damage/ public order offences in the last 3 months

There were 950 victims of domestic abuse in October – 28% of these individuals (268) have also been a victim of additional DA offences in the last 12 months.



The number of repeat victims has increased from the previous month although the proportions of those being victims on multiple occasions remain static.

2.3.2 Repeat Offending

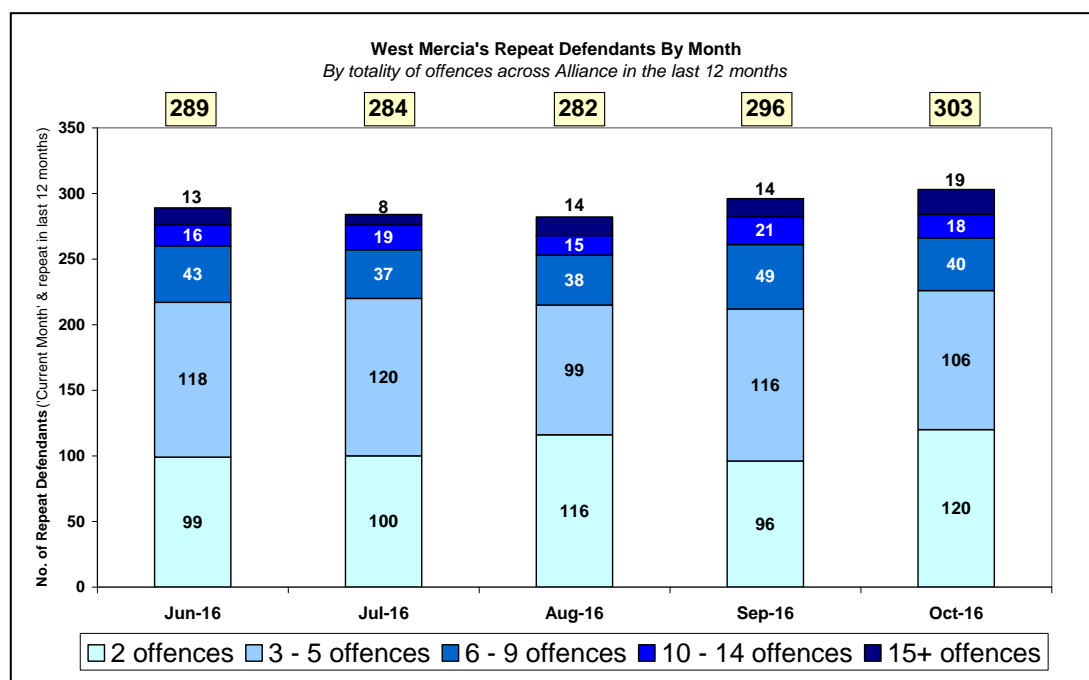


In October, 43% (303) of all defendants were also defendants in at least one other offence in the previous 12 months.

Of these, 77 (25%) have been defendants at least 6 times in the 12 month period. 37 prolific individuals were defendants for 10 or more offences in the last 12 months.

There were 176 defendants of domestic abuse in October; 32% of these individuals (57) have also been an offender of additional DA offences in the last 12 months

The number of repeat defendants has gradually increased over the last few months, although the proportions of those being defendants on multiple occasions remain static.



The individual record level data, which identifies repeat victims and defendants, with particular focus on domestic abuse offences, is shared across the alliance with local policing commanders and appropriate department heads.

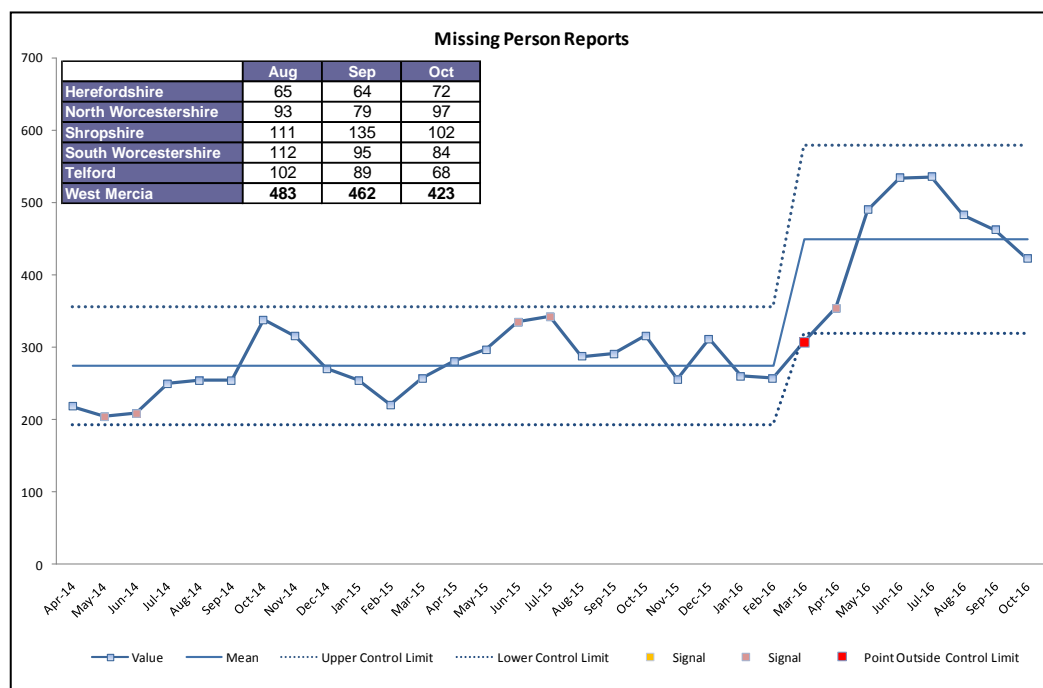
The alliance-wide IOM structure continues to develop. Work is ongoing to increase the number of high-harm offenders who the partner agencies manage within the IOM scheme and work continues to reduce their reoffending. In all policing areas, processes are being determined to ensure that all suitable offenders are identified and managed as part of the scheme. Those that have successfully reduced their reoffending continue to be kept in scope. The IOM scheme includes offenders within MAPPA, organised crime groups, troubled families, domestic abuse and veterans and there are approximately 530 individuals being managed across the Alliance.

2.3.3 Missing Persons

Signs of Improvement would be:

Reduction in repeat missing persons

The figures discussed in this section relate to data recorded on the force missing persons system (COMPACT).



N.B. Significant change in recording practices from April 16. It is anticipated that higher volumes of recording will be sustained going forward.

423 missing person reports were recorded in October; a reduction compared to the previous month (462). After 8 months of above average recording, this month has seen an increase in the monthly average (from 274 to 449). This increase has been driven by both increased calls for service around missing persons, as well as improved recording onto force systems.

There has been a considerable decrease in repeat reports in October compared to previous months. This reduction has been seen across the majority of policing areas and was seen for both total reports and U18 reports. In total, 49 frequent mispers were responsible for 127 reports. 40 of the frequent mispers were U18.

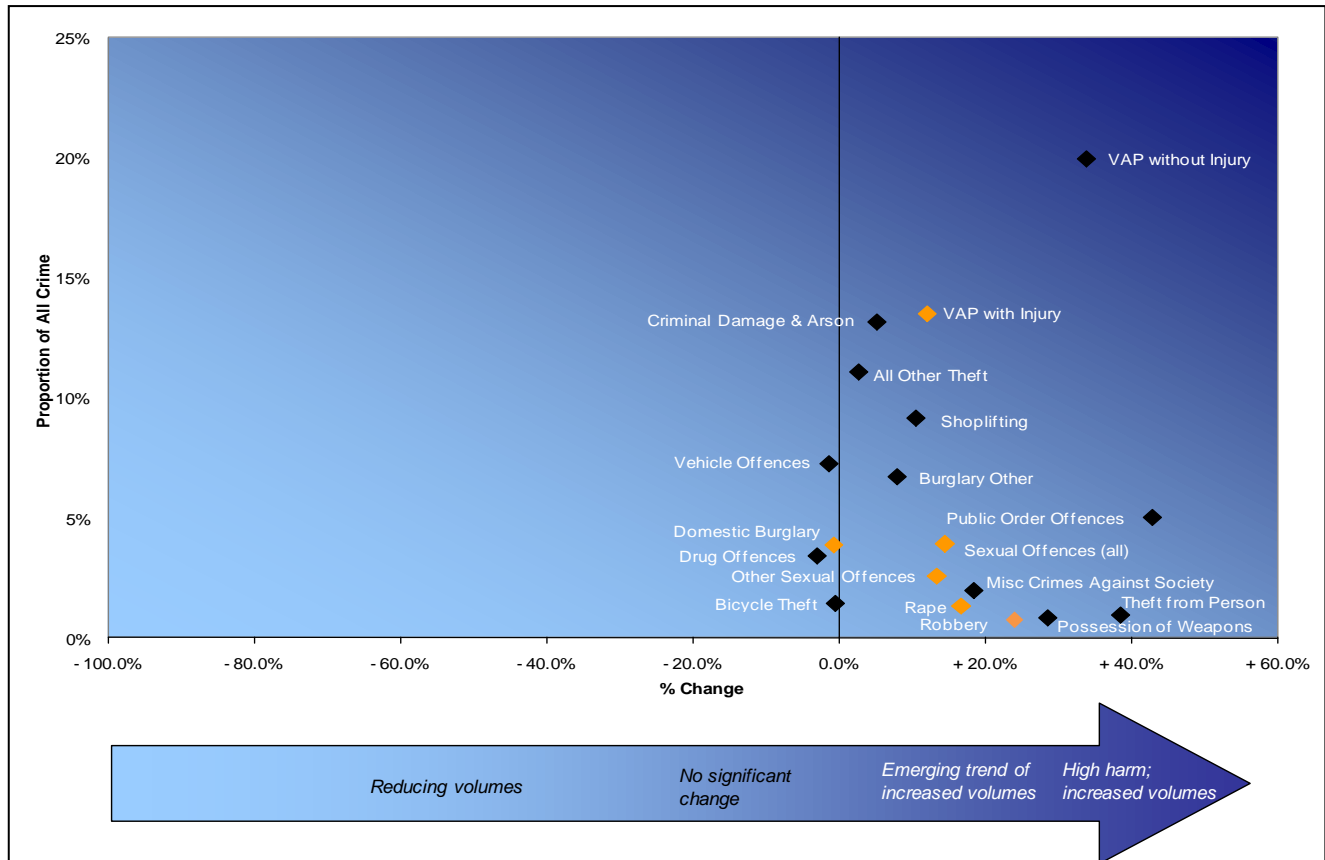
There has been a general decreasing trend in U18 reports since August. This has continued with U18 reports accounting for 57% of missing person reports in October (compared to 62% previous months). The reduction in the U18 rate has been driven by reductions in Herefordshire, South Worcestershire and Telford & Wrekin.

Volumes of missing person calls for service, reports and repeat reports continue to be monitored on a regular basis to identify trends. Any performance issues (unrelated to recording changes) are reported to the missing person co-ordinators and the force lead for missing persons for further investigation.

Aim: To Reduce Crime & Disorder

2.4 HARM REDUCTION

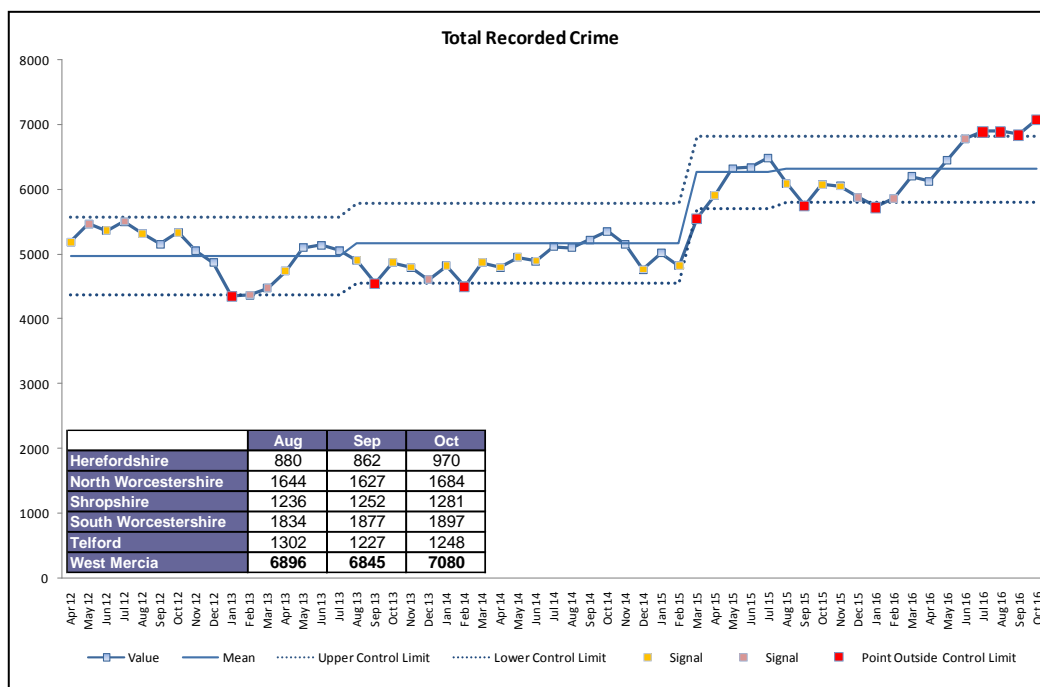
The chart below provides a snapshot of a wide variety of crimes that are monitored by the force. It shows whether they are increasing or decreasing and their relative proportion of all crime. The crimes that have an orange marker will be reported on.



2.4.1 Crime Recorded

Signs of Improvement would be:

Stable volumes of recorded crime
Trends in line with other Forces



7,080 offences were recorded across West Mercia in October; an increase on the previous month (6,845) and significantly above the average (6315). This is the 6th month that volumes have remained above the monthly average. Volumes are above average across all policing area and significantly above average in North Worcestershire and South Worcestershire. The uplift in offences was discussed at PMG in October and a paper has been prepared for Chief Officers to explain this increase. Significant factors include the continued impact of the Crime Data Integrity inspection, the impact of greater collaboration with partner agencies and the changing nature of crime, all of which have led to a greater number of offences being identified and recorded.

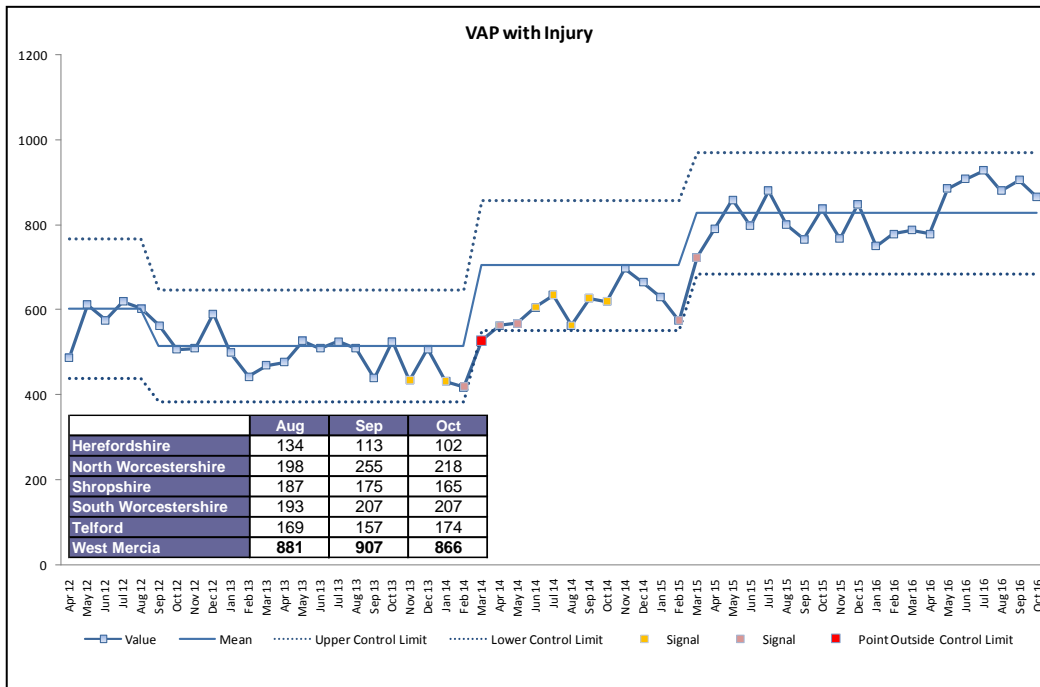
The main crime types that are pushing this increase are harassment, ABH, common assault, shoplifting & non-dwelling burglary. We will continue to monitor volumes of total crime and investigate the profile of high volume offence groups where relevant.

	West Mercia		Herefordshire		North Worcs		Shropshire		South Worcs		Telford	
	Last Month	12 Month Avg	Last Month	12 Month Avg	Last Month	12 Month Avg	Last Month	12 Month Avg	Last Month	12 Month Avg	Last Month	12 Month Avg
Total Recorded Crime	7080	6400	970	834	1684	1520	1281	1219	1897	1646	1248	1180
Violence With Injury	866	841	102	114	218	193	165	165	207	200	174	170
Violence Without Injury	1477	1242	201	165	359	287	287	244	381	304	249	242
Rape	86	83	12	11	21	20	11	15	28	19	14	18
Other Sexual Offences	173	159	24	22	28	36	26	30	36	34	59	37
Business Robbery	7	5	0	0	2	2	2	1	2	1	1	1
Personal Robbery	40	41	8	3	9	10	8	7	11	11	4	10
Domestic Burglary	265	242	30	27	73	66	47	40	72	63	43	45
Burglary Other	405	417	61	55	102	93	80	95	95	115	67	59
Vehicle Offences	495	451	47	42	164	148	91	73	117	121	76	67
Theft from Person	61	58	4	7	15	14	13	13	21	17	8	8
Bicycle Theft	111	88	43	19	15	12	12	17	26	25	15	15
Shoplifting	621	569	55	50	153	138	67	96	221	167	125	118
All Other Theft Offences	751	689	131	101	144	154	146	144	207	171	123	120
Criminal Damage & Arson	914	819	133	108	196	188	178	163	232	206	175	155
Other Crimes Against Society	808	695	119	110	185	159	148	116	241	194	115	116

Violence with Injury²

Signs of Improvement would be:

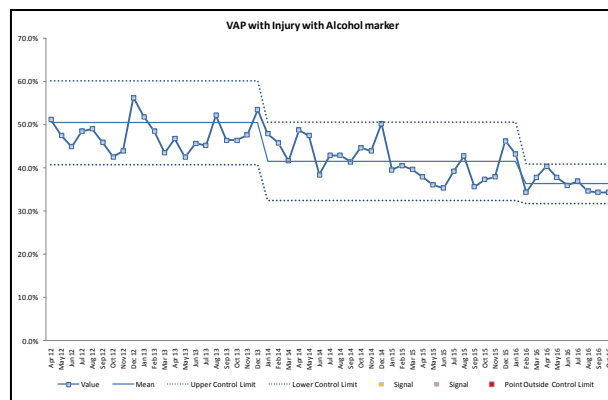
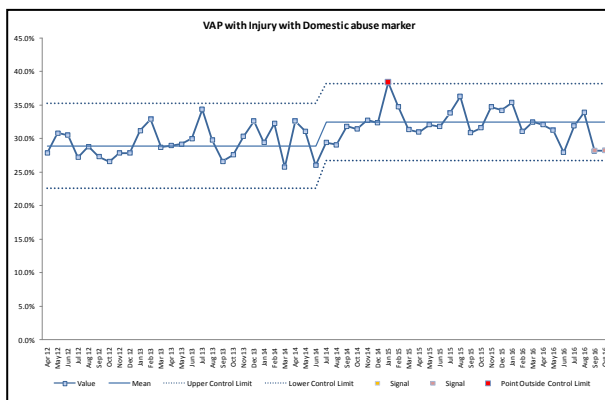
Stable volumes of recorded crime
Trends in line with other forces



866 Violence with Injury offences were recorded in October, a reduction compared to the previous month (907) but remains above the monthly average (828). This is the 6th month of above average recording.

The sustained higher volumes seen this financial year are due to an increase in ABH offences, most notably, an increase in ABH offences with a 'child at risk' marker. Almost half of all child-related ABH offences recorded this year were disclosed to other agencies before being referred to the police and recorded on the crimes system (through the relatively new MASH partnership arrangements).

This month has seen no significant change in the proportion of violent offences that are domestic abuse related, with volumes stable around a long term monthly average. In terms of offences with an alcohol marker, the monthly average has reduced following a number of months of below average volumes.



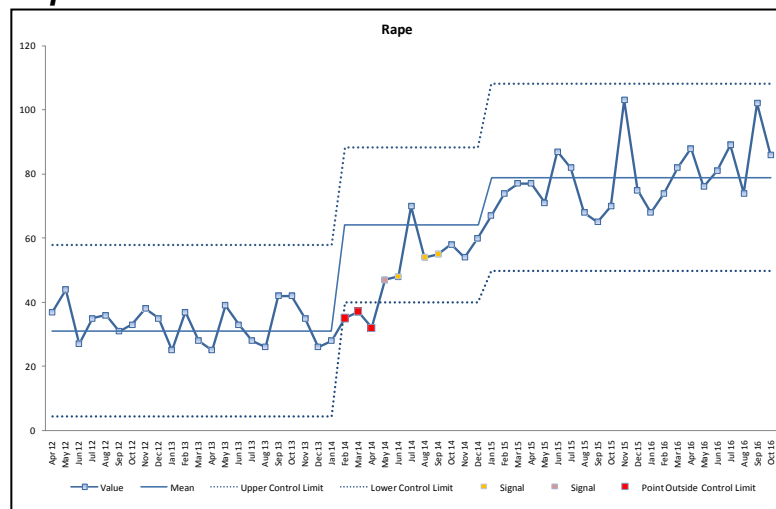
² **Violence with Injury** includes murder & attempt murder, assault where there is injury or an attempt to inflict injury and death by driving

Sexual Offences

Signs of Improvement would be:

Wider opportunities for victims to report offences
Investigation of offences meeting victim expectations

Rape



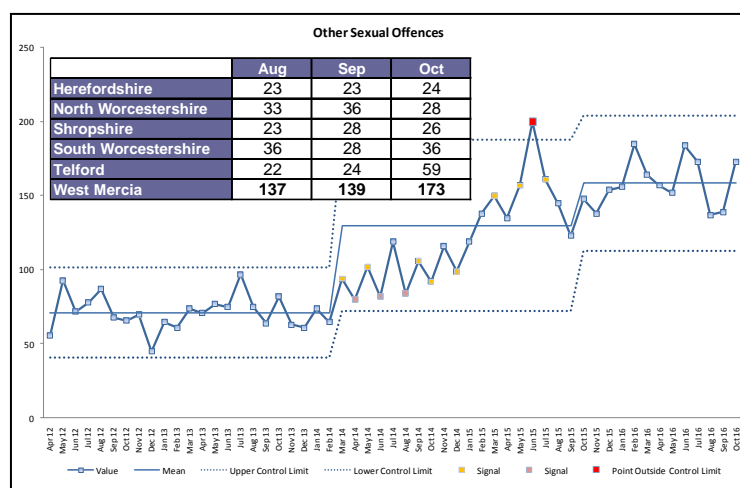
	Aug	Sep	Oct
Herefordshire	8	11	12
North Worcestershire	23	23	21
Shropshire	13	16	11
South Worcestershire	11	31	28
Telford	19	21	14
West Mercia	74	102	86

86 rape offences were reported to the police in October. This is a reduction compared to the previous month (106) but is above the monthly average (79). Volumes of offences in South Worcestershire remain significantly above the monthly average.

26 rape offences were recorded in South Worcestershire. This is a reduction compared to the previous month (31) but remains above the monthly average (16). The increase in October was predominantly driven by an uplift in 'non-recent' offences (recorded > 28 days after the committed date) compared to previous months. Half of these offences had a 'child at risk' marker and three related to one incident involving one victim and three offenders.

The local command team for South Worcestershire are aware of the increase and believe it is related to an awareness-raising campaign that took place during fresher's week at Worcester University. The team continues to work closely with external agencies to protect vulnerable people and support disclosure of offences.

Other Sexual Offences



173 other sexual offences were reported to the police in October. This is an increase compared to the previous month (139) and is above the monthly average (159). Volumes of offences in Telford & Wrekin were significantly higher than the monthly average.

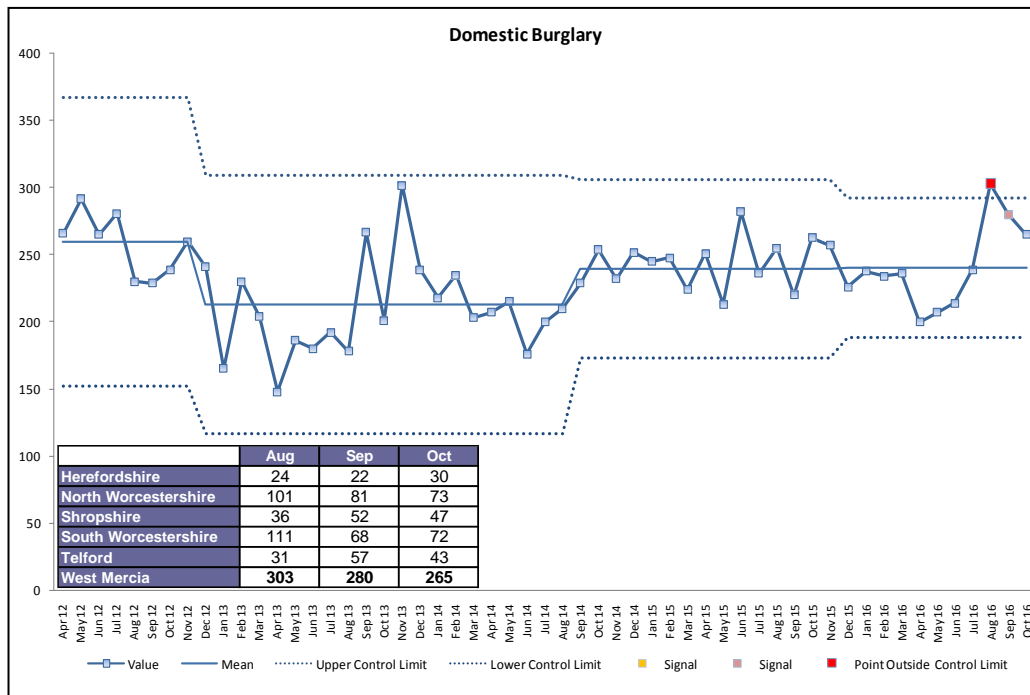
60 other sexual offences were recorded in Telford & Wrekin. 36 of these offences had a 'child at risk' marker and just under half were related to 'sexting'. A higher proportion of offences were defined as

'non-recent' (recorded > 28 days after the committed date) compared to previous months. Over a quarter of these were linked to at least one other offence.

Domestic Burglary

Signs of Improvement would be:

Stable volumes of recorded crime

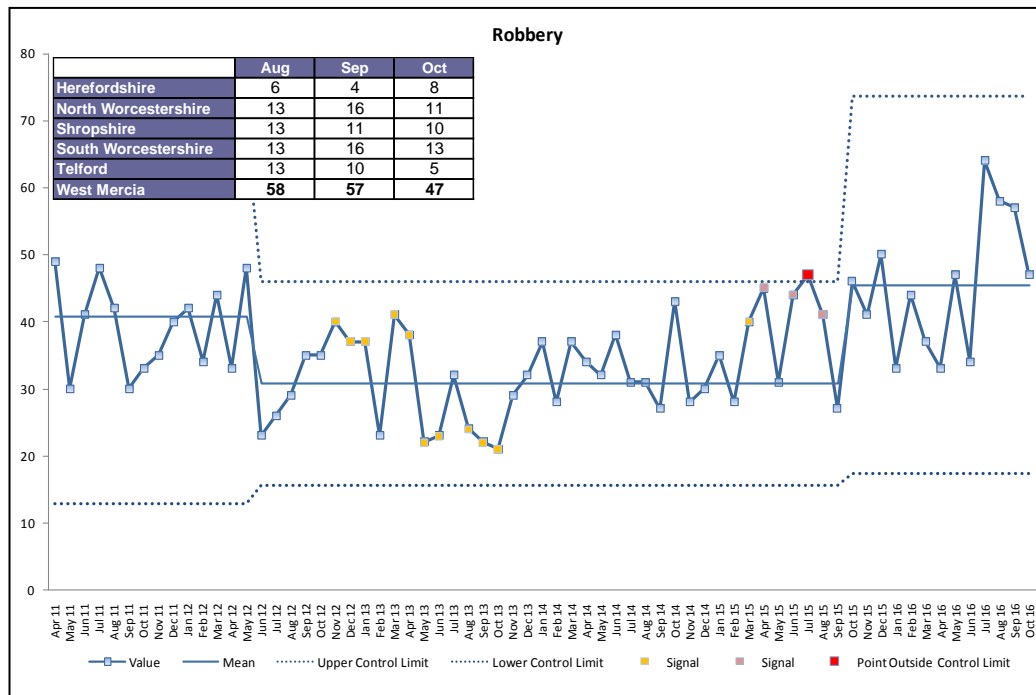


265 offences were recorded in October, a decrease compared to the previous month (280) and above the monthly average (240). There were no exceptional volumes at Policing Area level.

Robbery

Signs of Improvement would be:

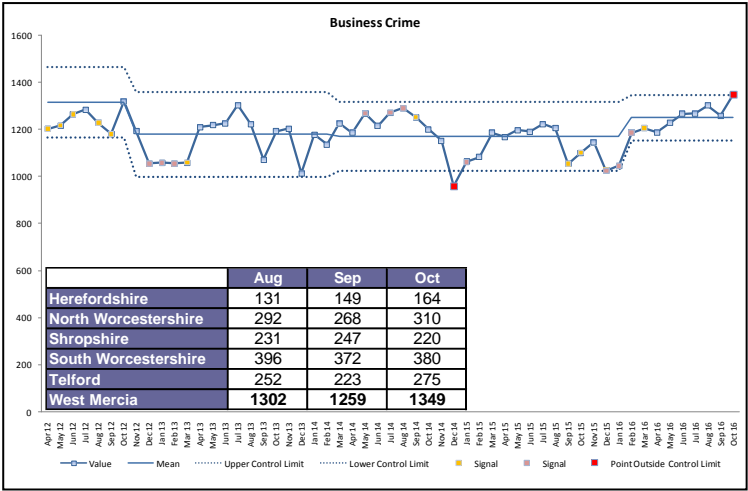
Stable volumes of recorded crime



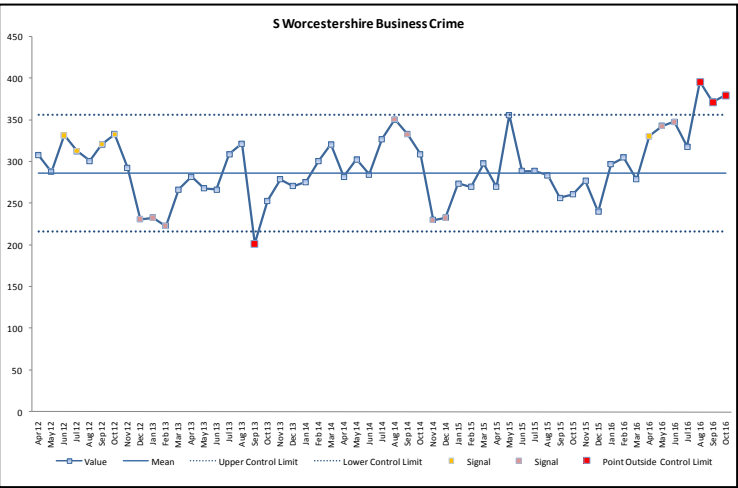
47 offences were recorded in October, a decrease on the previous month (57) but above the monthly average (45).

At policing area level, volumes are above expected levels in Herefordshire, although remain low at 8 offences for the month. The command team have provided reassurance that there are no emerging trends and the robberies are deemed low level.

Business Crime



Business crime offences are a sub-set of total recorded crime and are identified as any criminal offence (against person or property) which is associated to a business. 1,349 offences were recorded in October. This is an increase compared to the previous month (1,259) and is above the monthly average (1250).

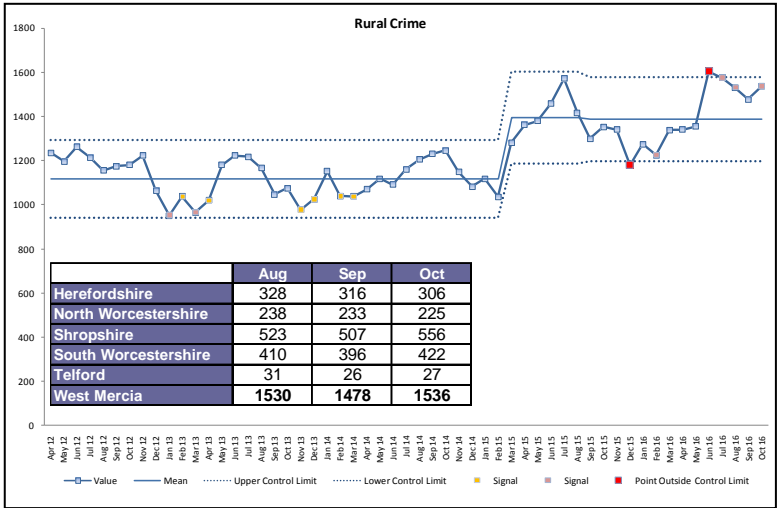


At policing area level, South Worcestershire has seen continued exceptional business crime volumes for the third consecutive month. This increase has been predominantly driven by an uplift in shoplifting offences.

Shoplifting was discussed at the Performance Management Group meeting in October with senior officers requesting reassurance that local known locations and prolific offenders are addressed.

The national SPOC conference for business crime, which featured retail crime, was held in October. It is expected that a number of tactical initiatives will follow from this.

Rural Crime



Rural crime offences are also a subset of total recorded crime and are identified by their geographical location³.

1,536 offences were recorded in October, an increase compared to the previous month (1,478) and remaining above the monthly average (1,388).

The highest volumes of rural crimes recorded in October were violence without injury offences, all other theft offences and burglary other offences.

An informative rural patrol booklet is being produced to advise officers on legislation on poaching, livestock movement, working with trading standards.

The online web campaign '50 days of focus' focusing on the every day activities from rural officers and coordinators, ran through September and October. There is now a campaign page on the intranet page for 'Rural Matters', allowing officers to download crime reduction advice and access promotional and marketing support material.

³ Rural crime is defined as any crime occurring in a rural area as defined by the 2011 ONS Rural Urban Classification

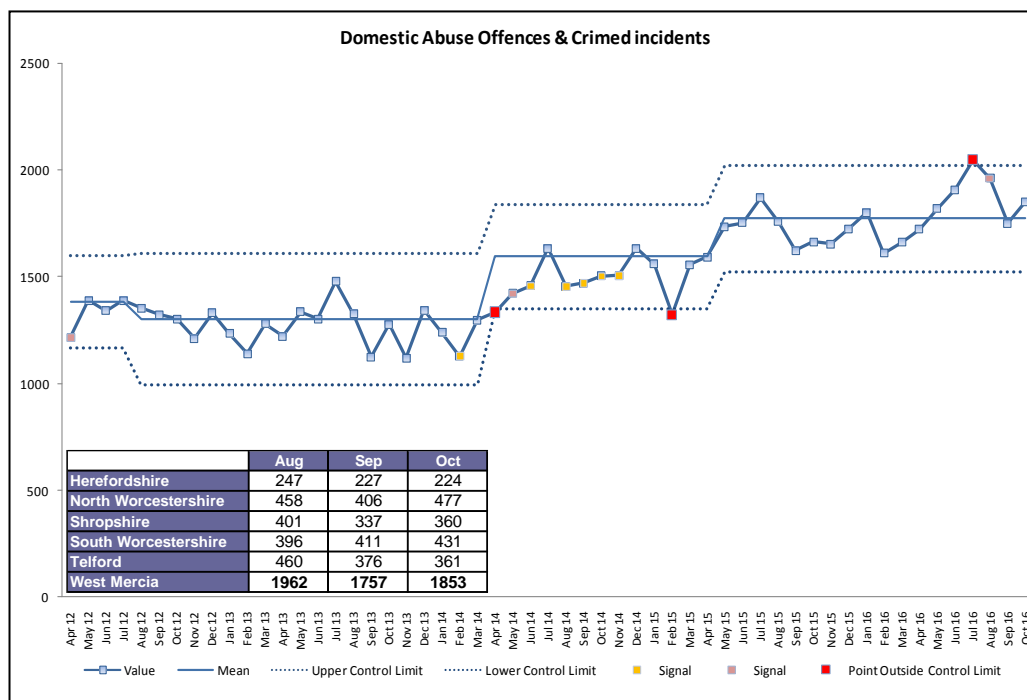
2.4.2 Risk Markers

Signs of Success would be:

Increased reporting, reflecting greater victim confidence

Risk markers can be applied to any incident or offence to identify potential harm risks.

Domestic Abuse

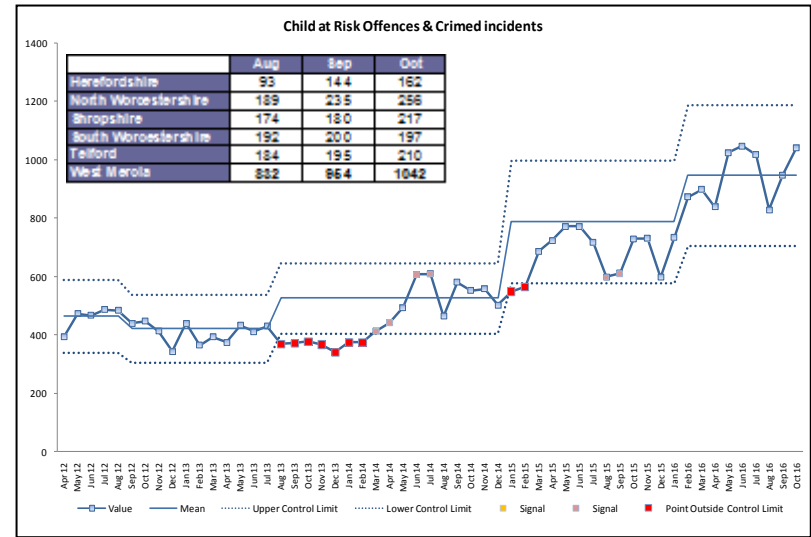


The force priority for domestic abuse is to promote partnership working and increase confidence in reporting. The use of a marker on relevant offences helps ensure we recognise the vulnerability of victims and we apply the appropriate level of service and support with multi agency partners.

1,853 domestic abuse offences & crimed incidents were recorded in October, an increase compared to the previous month (1,757) and slightly above the monthly average (1,774). Volumes have returned to expected levels after the peak in recording over the summer months. There were no exceptional volumes at policing area level.

The alliance has produced a comprehensive domestic abuse data set to better inform performance and intelligence analysis. This includes data related to the completion of Domestic Abuse risk assessment tools, trends of arrests, numbers of Domestic Violence Protections Orders (DVPOs) applied for/ granted/ breached and victim satisfaction. This is published on the force intranet and is available to all staff and officers.

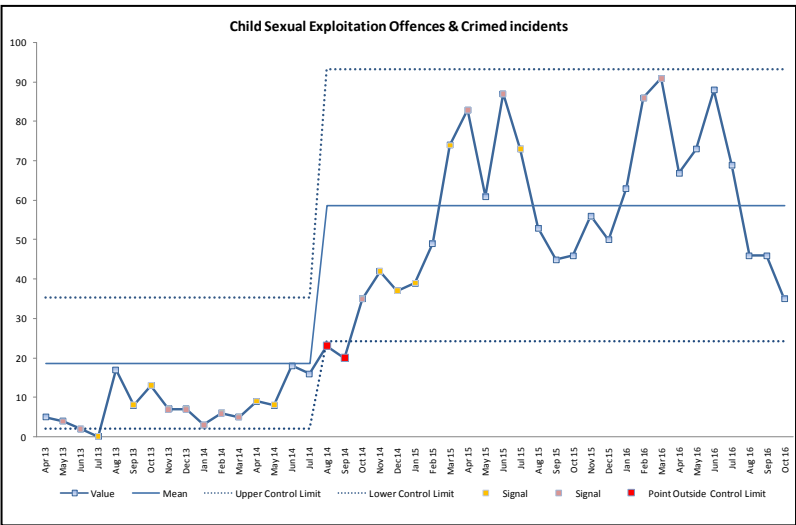
Child at Risk / Child Sexual Exploitation



‘Child at Risk’ markers have been applied to 1,042 offences/ incidents in October. This is an increase compared to previous month (954) and above the monthly average (947).

Above average volumes have been seen across all policing areas in the current financial year. Volumes in October are comparable to the higher volumes seen in previous months.

The increases continue to be driven by an uplift in ‘emotional abuse’ incidents, common assault, ABH and ‘sexting’ offences. Analysis of violent offences with a ‘child at risk’ marker show that almost half of these offences were disclosed to other agencies before being referred to the police and recorded on the crimes system (through the relatively new MASH partnership arrangements).



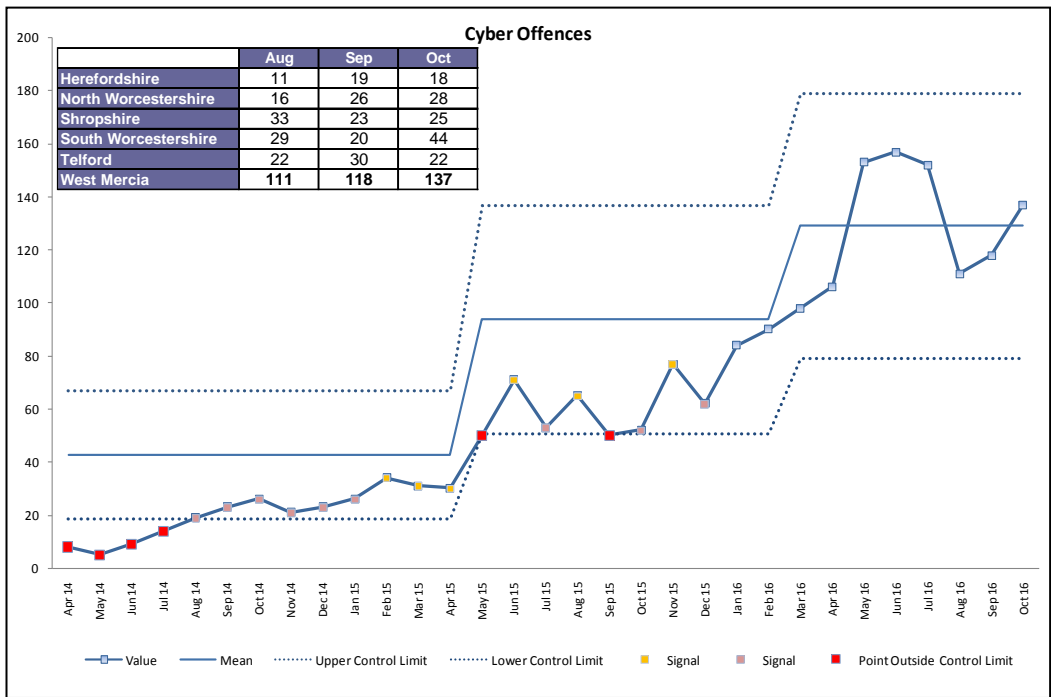
‘Child Sexual Exploitation’ (CSE) is one specific ‘Child at Risk’ marker, identifying offences where children and those under 18 have been or are at risk of being involved in exploitative situations where they receive something as a result of performing sexual activities, or having such performed on them.

35 CSE offences & incidents were recorded in October (25 offences, 10 crimed incidents), a decrease compared to the previous month (45).

Short term trends for CSE show a decrease in the use of the marker from June 2016 reflecting seasonal trends (historically lower volumes June - December). This decrease may reflect the need to continually improve understanding and awareness of CSE, quality assurance of CSE recording practices and work with partner agencies to improve early intervention and education.

Approximately half of all CSE offences in October were defined as ‘non-recent’. A large proportion of offences involved communication, sending or receiving indecent images/videos via text or social media apps.

Cyber/ On-line Crime



A marker for cyber crime offences was introduced in April 2014, in order to assist in the identification of such offences. The marker is an internal method of being able to identify those offences with an online presence, including sexual and violence without injury (harassment) offences. The recent increase in the use of the marker was anticipated following increased awareness internally and the appointment of alliance cyber crime co-ordinators to champion these issues.

137 offences were flagged as cyber crime in October, an increase compared to the previous (118) month and above the monthly average (129).

The above average increase in October is driven by above average volumes in Herefordshire, South Worcestershire and North Worcestershire.

Malicious communication offences accounted for 60% of cyber crime offences in October.

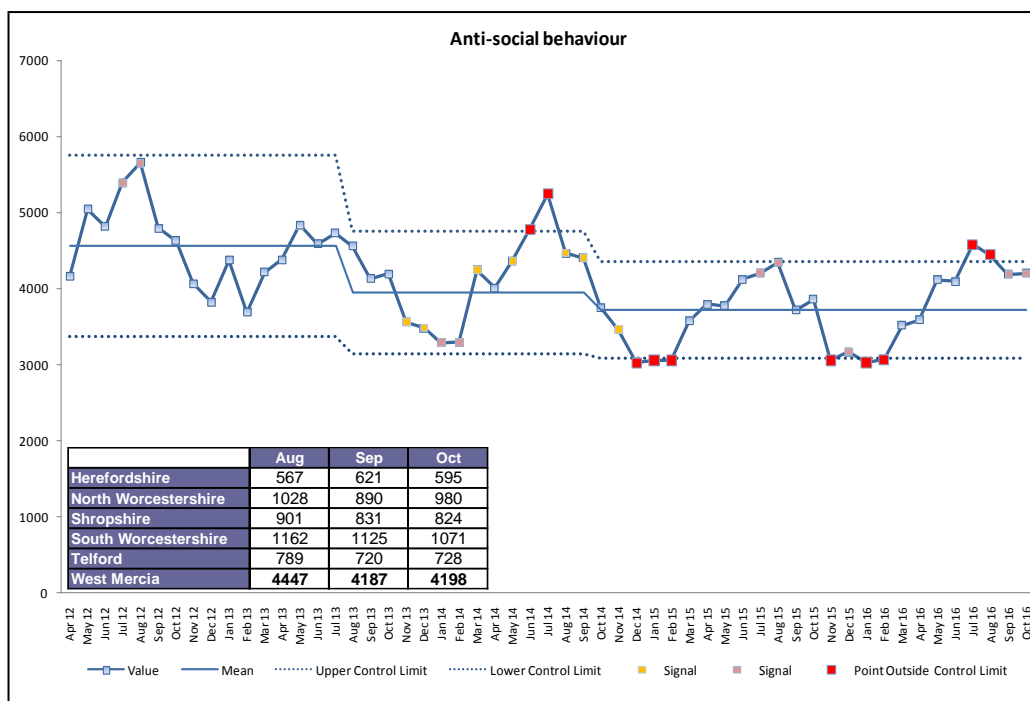
The alliance is actively advocating the Cyber Essentials government scheme to businesses; this provides certification once a specified level of cyber security has been obtained

The alliance implemented a new national policy in October to provide an additional service to victims of cyber dependent crime. As part of this policy, Action Fraud will refer triaged investigations (i.e. those which meet set criteria) to the OCC for the force to provide victims with an appropriate response.

2.4.3 Anti-Social Behaviour

Signs of Success would be:

Accurate reporting and risk assessing of ASB incidents



4,198 ASB incidents were recorded in October, comparable with the previous month (4,187) and remaining above the monthly average (3,719).

Volumes of ASB follow a seasonal pattern with recorded incidents at their highest during the late spring/summer months and at their lowest during the late winter months.

There has been a recent process change in the way ASB is recorded in West Mercia and it is anticipated that volumes of recorded incidents will increase.

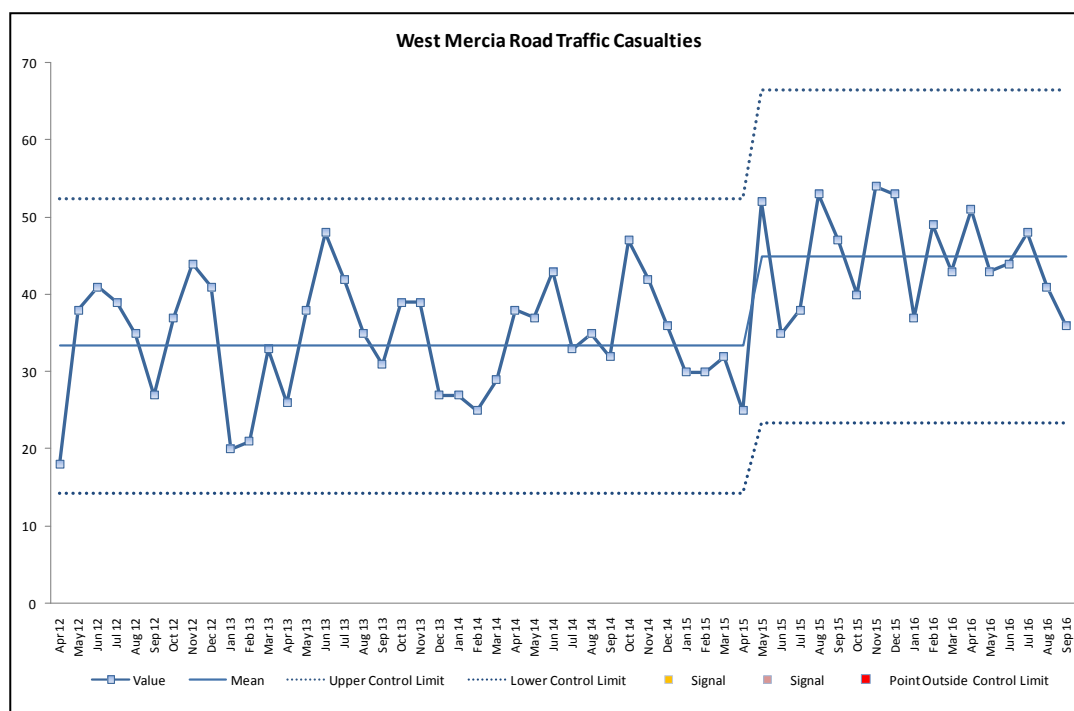
2.4.4 Road Traffic Casualties

Signs of Success would be:

Reduction in fatal and serious injury casualties

For October, due to a technical issue with the CRASH recording system, we are unable to accurately report on the number of fatal and serious injury casualties. This is not affecting our ability to investigate serious road traffic incidents.

The chart below shows data to September 2016.



The Safer Roads Partnership has identified 6 high harm routes across West Mercia, requiring focused police activity and visibility to reduce casualties. These are subject to daily tasking within the policing areas and activity is reviewed monthly with data presented to local Tactical Tasking meetings.

2.5 DEMAND REDUCTION

2.5.1 Response Times to Emergency Incidents

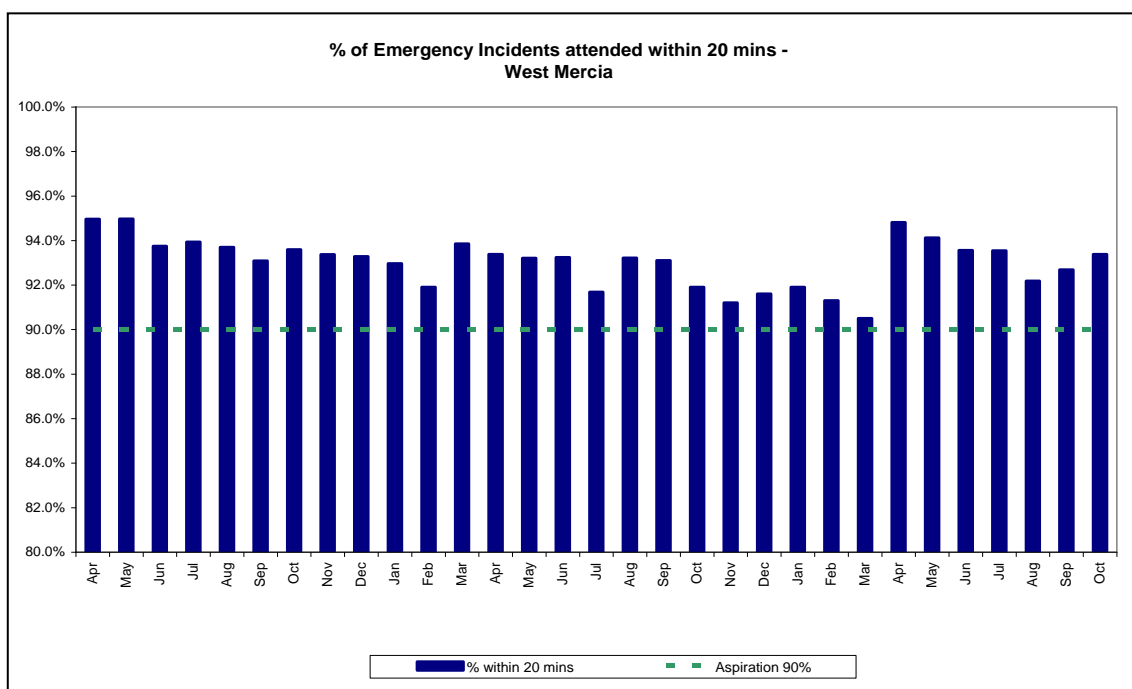
Signs of Success would be:

Respond to all incidents in a timely manner and provide a high quality of service

The alliance managed response guidelines are to safely deploy the nearest available and appropriate resource as expeditiously as possible, while assessing the threat, risk and harm associated with the incident and other emergency demands for service at that time. While time of response is a key indicator, the quality of the response is also important and this information should be considered in conjunction with user satisfaction performance.

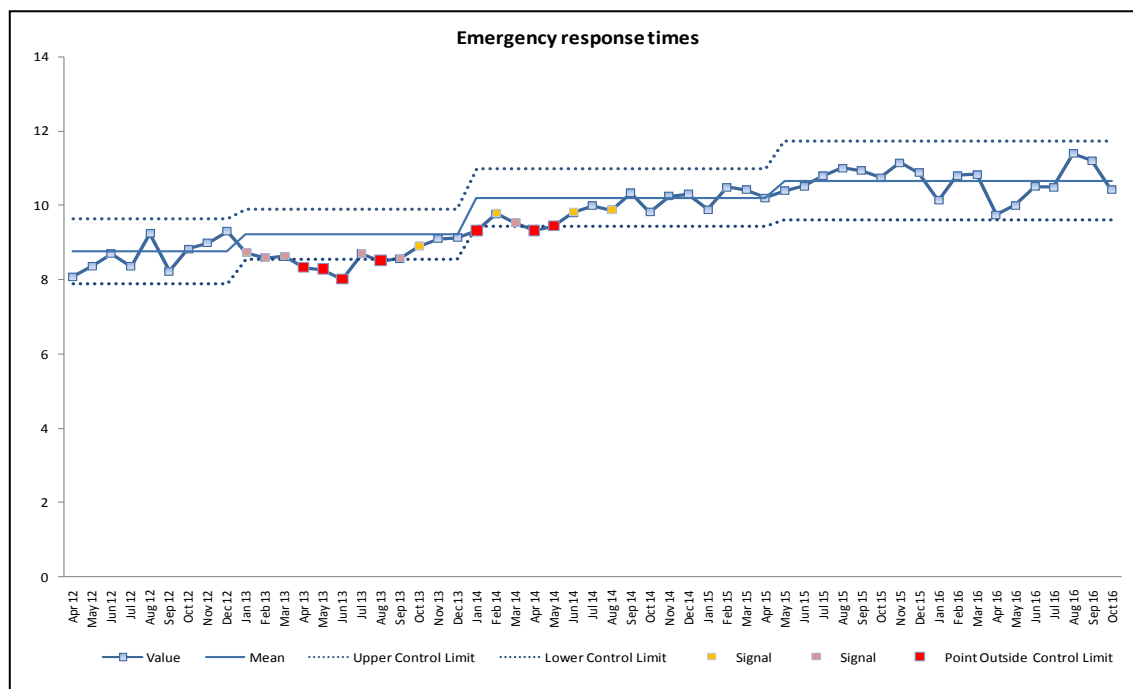
The National Contact Management Programme recommendation of responding to emergency calls in 20 minutes is regarded by the alliance forces as a minimum standard. Performance levels are being defined and will be subject to further discussion. This will be informed by what the appropriate level of response time should be in order to deliver a first class service.

4,020 emergency incidents were recorded in October. 9 out of 10 (93%) of incidents were attended within 20 minutes which is above the 90% aspiration.



The average response time for emergency incidents in October (10mins 25 sec) has seen a small improvement compared to the previous month and is below the monthly average (10mins 42 sec).

The dedicated working group continues to drive response time performance and analysis has focussed on data quality to ensure that response time data is as accurate as possible.



NB: from April 2016 we have been able to produce a more accurate data set

Work is currently being undertaken to analyse emergency incidents which are not attended within 20 minutes to determine if they are influenced by geography, time of day/day of week factors, availability of specialist resources (e.g. OPU) or other OCC processes.

The introduction of the mobile working project across the alliance and initiatives emerging from the Control Centre change programme are anticipated to have a positive impact on response time performance in the long-term. Since the working group commenced their focus in this area in Feb 2016, emergency response time performance has been stable. Any significant change in response performance is likely to require more fundamental changes such as the movement of patrol bases or realignment of resources across local policing areas.

Aim: To Ensure an Efficient and Effective Police Service

2.6 WORKFORCE

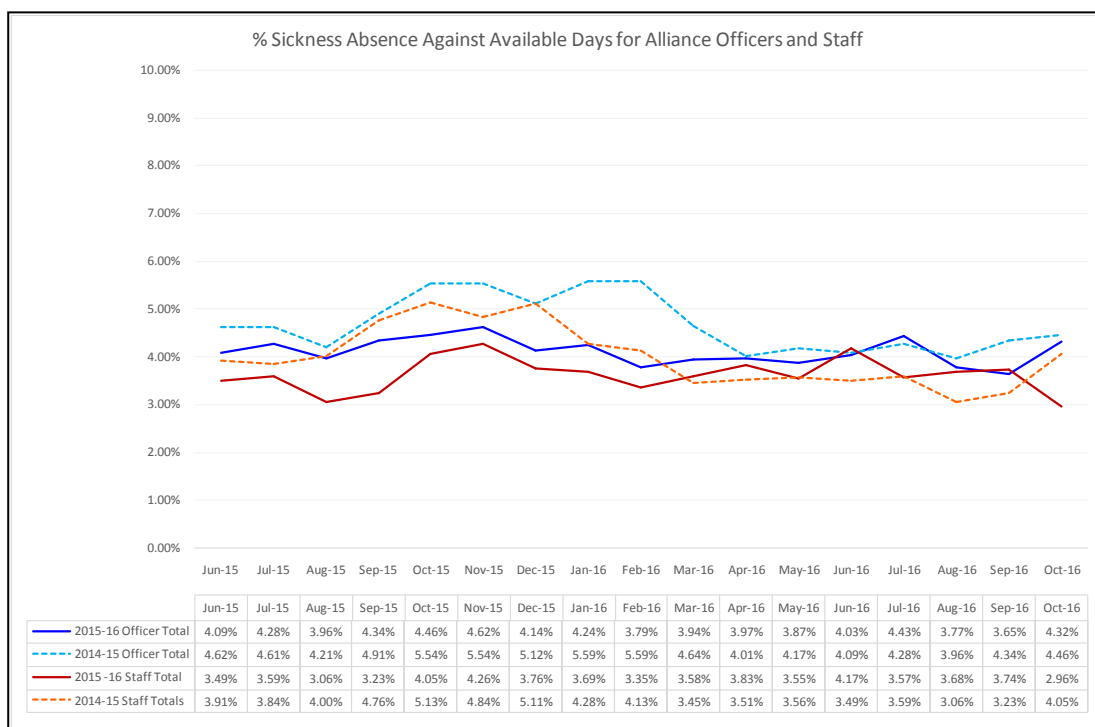
2.6.1 Sickness

Signs of Success would be:

Improved staff wellbeing – improving levels of attendance

Workforce sickness forms part of the overall Health and Wellbeing Agenda around staff welfare being led by the Chief Constable.

Across the alliance, the average percentage of days lost to sickness in August is 4.32% for officers, which is an increase from 3.65% in September. For staff, the average percentage of days lost in October 2016 is 2.96%, a decrease from 3.74% in September 2016.



Health & Wellbeing activity continues across the alliance. The annual staff survey was run in October, with a very encouraging 53% response rate. Headline findings will be available at the end of November. Further initiatives through the Global Corporate Challenge are currently being promoted and health & wellbeing web chats continue to be held on a monthly basis.

2.7 INTEGRITY

The following data is supplied by Professional Standards Department and is collated on a cumulative basis. The data below is for November 15 to October 16.

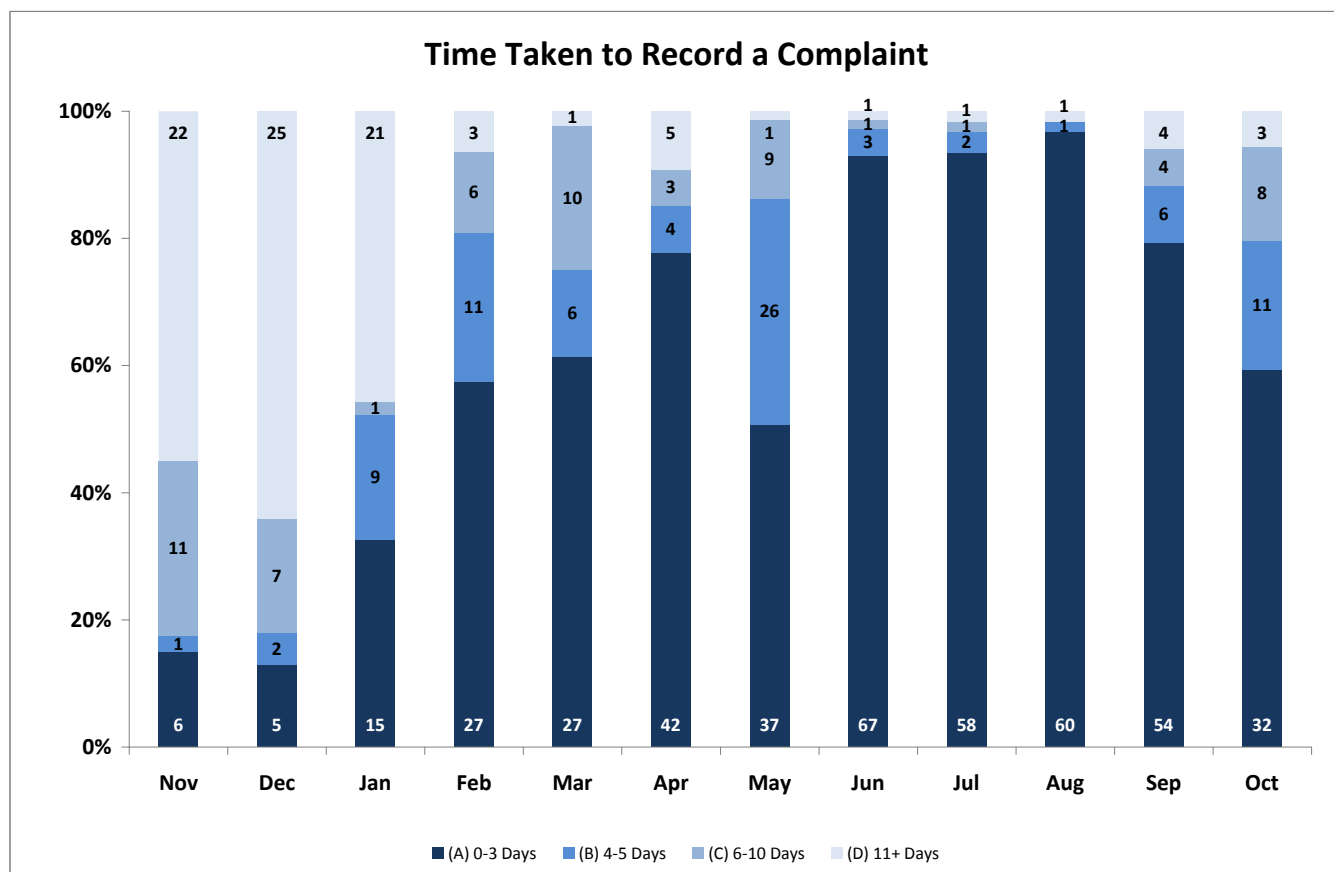
2.7.1 Complaints

Signs of Success would be:

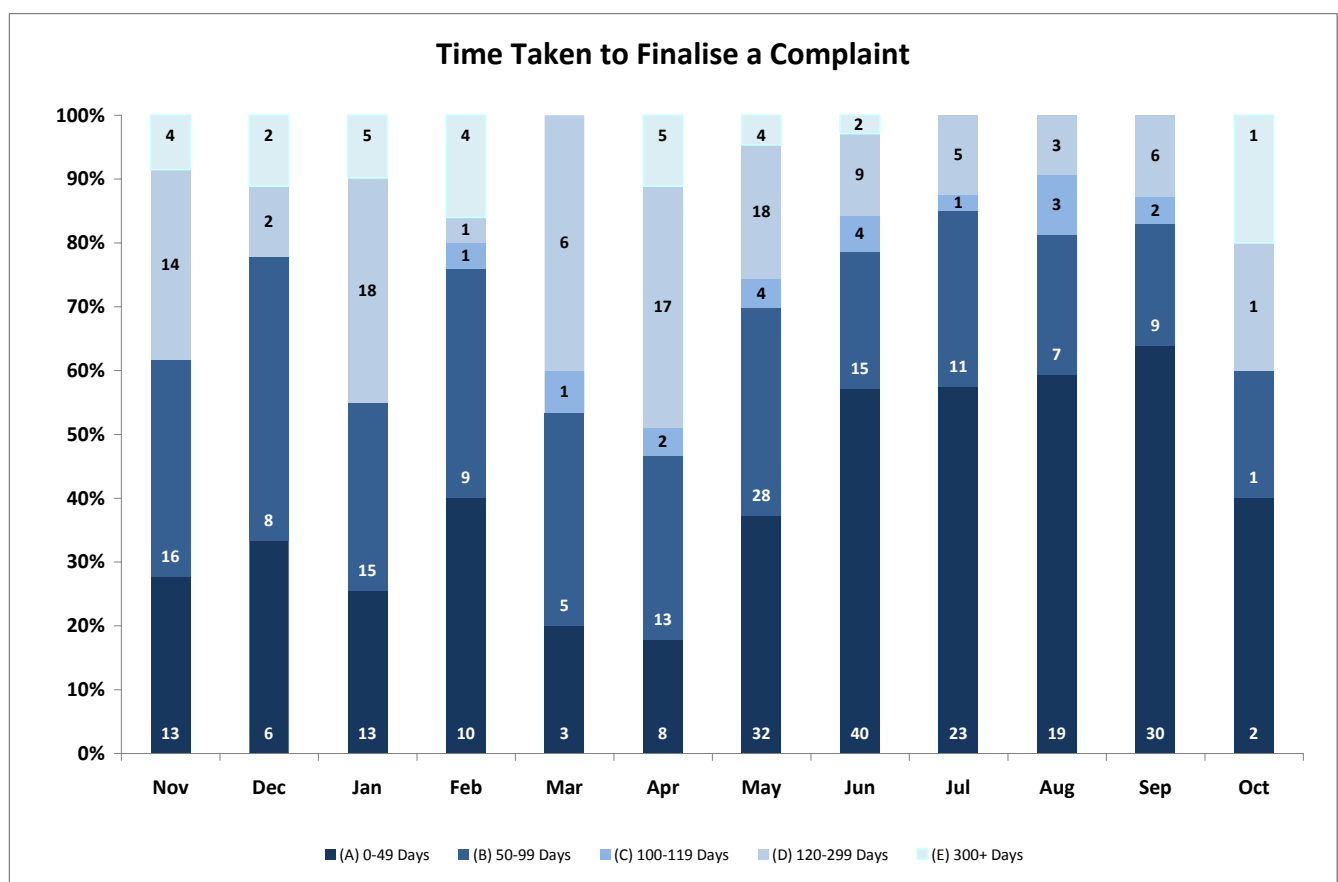
Overall reduction in complaints
Timeliness within national guidelines

Due to previous performance issues identified in relation to the timeliness of recording complaints and finalisation of complaints, the below focuses on these two areas. The charts help to provide a greater understanding of the forces position and progress.

The national target is to record cases within 10 days and to finalise within 120 days. The alliance forces seek to improve on this and aim to record & action cases as soon as possible, aspiring to record 80% of all complaints within 3 days. In October, 59% of cases were recorded in 3 days, with 94% recorded within 10 days.



The second national target is to finalise cases within 120 days. In October only a small number of cases were finalised. This reduction in performance is predominantly due to short term staffing issues within the Professional Standards team and is expected to be rectified in November.



2.8 EFFICIENCY

2.8.1 Firearms Licensing

Signs of Success would be:

Timeliness in processing renewal applications

Across the alliance, there are approximately 63,000 firearms and associated licenses, renewable in a 5 year cycle. A transitional action plan is in place within the Unit to ensure this demand is dealt with in the most efficient way possible.

Issuing temporary permits has cleared the backlog of expired certificates and there are now no licence holders with expired licenses. Following the commissioning review of the Firearms Licensing Unit work is ongoing to facilitate the staffing changes identified as being required as well as putting the new processes in place including the five year plan to manage out the different demand peaks.

A performance management framework is being developed to help monitor and track progress of this and other elements of the transitional plan. This performance framework will begin reporting through this month (November) demonstrating how many renewals are processed against the target to manage out the peaks in the five year cycle for certificate and licence renewals. In the last few weeks the unit has been averaging 270 renewals a week which will start to make in-roads into the temporary permit situation.



DEPUTY PCC and PCC AMBASSADORS

1. PURPOSE

To provide members of the panel with an outline and overview of the roles and remits of the Deputy Police and Crime Commissioner and the Commissioner's Ambassadors.

2. BACKGROUND

The first Community Ambassadors were representatives of the previous Police and Crime Commissioner. Their contracts terminated at the date of the election. The programme now in place is not a continuation of the previous scheme, it is a new programme, established since the Commissioner was elected in May 2016. Similarly, the former Deputy Police and Crime Commissioner's (DPCC) term of appointment was tied to the previous Police and Crime Commissioner's term of office, and consequently a new DPCC has been appointed.

3. DEPUTY PCC ROLE

Members reviewed and confirmed the appointment of the Deputy Police and Crime Commissioner and are familiar with the open, transparent process through which she was appointed. For ease of reference the main responsibilities of the post are set out below.

MAIN RESPONSIBILITIES:

1. To support the Commissioner, as required, including summarising and briefing the PCC on key issues
2. Seeking and representing the views and concerns of the people of West Mercia through a range of means including attending relevant meetings on behalf of the Commissioner
3. Representing these views to the Commissioner and staff so that they may be reflected in the work of the Commissioner
4. Reporting back to the people of West Mercia on behalf of the Commissioner
5. To develop an enhanced understanding of the political landscape in West Mercia and to lobby and influence political stakeholders to support PCC policy.
6. To represent the views of the Commissioner to all relevant stakeholders, including media and politicians
7. To oversee the work of the Commissioner's Ambassadors
8. Hold portfolios of work as required by the Commissioner
9. Develop, promote and maintain effective working relationships with key internal and external stakeholders, staff associations, unions and external collaborative partners and organisations as required, in order to further the aims and objectives of the Police and Crime Commissioner

AGENDA ITEM 9

10. Support the PCC with the development and shape of the future strategy
11. To support the PCC in the development and delivery of a community engagement and partnership strategy.
12. To undertake other duties commensurate with the nature, level of responsibility and grading of this post, as required.

The role of the current DPCC is different from that of the previous one. She leads for the Police and Crime Commissioner on matters relating to victims, criminal justice and commissioning of other providers. She has no delegated financial responsibilities, overseeing the commissioning and grant processes and making recommendations to the Commissioner.

The Police and Crime Commissioner leads on all matters relating to policing, and communication and engagement whilst retaining overall responsibility for the whole.

The DPCC also represents the Police and Crime Commissioner at events when he is unable to attend himself.

Her work is that of the Police and Crime Commissioner and as such will not be reported on separately to the Panel. That said, the commissioning part of the role is extensive, and will be the subject of a more detailed report and/or presentation at a future meeting.

4. PCC AMBASSADORS

Overview

The Ambassadors serve an important function providing additional community visibility, engagement and accessibility for the Commissioner across one of the largest policing areas in England and Wales.

The Ambassadors supplement the engagement activity of the Commissioner and the Deputy PCC, providing additional 'eyes and ears', in communities, to ensure local priorities are understood and acted upon where necessary.

Their key duties are summarised as:

1. Raise the profile of the Police and Crime Commissioner and as and when required act as his representative in their designated area
2. Support the Commissioner's Communications and Engagement Strategy¹
3. Make contact and develop relationships with local communities and partners
4. Build effective relationships with Parish Councils in their area
5. Encourage and support local communities to develop their own solutions to local crime and disorder issues, which could include support by way of the Commissioner's Grant Scheme
6. At all times to act in accordance with the lawful directions of the Chief Executive.

¹ This document is currently in development

AGENDA ITEM 9

A £40,000 Ambassador's grant fund has also been set up by the Commissioner as part of the scheme, established from efficiency costs of the previous Ambassador scheme. Ambassadors are able to recommend grants of up to £1,000 for positive community projects identified as a result of their engagements which are linked to the objectives within the Commissioner's Safer West Mercia Plan. The grant applications are scrutinised by the PCC's Commissioning team and ultimately approved or rejected by the Commissioner.

Programme Model

The new Ambassador programme consists of four posts. There are dedicated Ambassadors for Shropshire, Telford and Wrekin, Herefordshire and Worcestershire. Each Ambassador is required to commit 40 hours of their time each month to the role.

The Ambassadors are not members of the Commissioner's staff, nor are they employees. They are engaged on a contract for services with detailed terms and conditions which will secure the proper performance of their role in the public interest. The Ambassador scheme will last for the duration of the current period of office of the Commissioner.

Fees are paid at the rate of £6,000 per annum for each Ambassador, along with reasonable expenses, processed by and in-line with the normal expenses scheme.

The Ambassadors' work is co-ordinated, supported and monitored within the Commissioner's office as part of the Communications and Engagement portfolio. The Ambassadors provide the Engagement team with notice of their upcoming engagements, full written feedback on each engagement undertaken and photos or video from their engagements for use on the Commissioner's communications platforms.

Monitoring and managing performance

The Ambassadors' engagements are monitored and logged on a continual basis by the Commissioner's engagement officers.

New practices and processes have been established, allowing for closer monitoring to take place more frequently against a wider range of criteria. These criteria include; the volume of engagements, geographic areas, demographic groups, outcomes and whether follow-up action is required by either the Commissioner or his office.

The Commissioner receives a weekly summary of Ambassador activity. Any specific engagements which subsequently require special or more immediate attention are acted on individually with the Police and Crime Commissioner.

Quarterly meetings are held between the Ambassadors and the Commissioner's Engagement team to share recent successes or issues, as well as briefing on any upcoming challenges or requirements. These meetings are supplemented by catch-ups either by phone or email when required, normally on a weekly basis.

5. RECOMMENDATION

The report is noted by the Panel.

POLICE AND CRIME PANEL

7 DECEMBER 2016

GOVERNANCE AND THE WAY FORWARD

Author

Jodie Townsend - Democratic Governance and Scrutiny Manager

Recommendation

- 1. The Police and Crime Panel is recommended to:**
 - a) Note the report;**
 - b) Decide if any amendments should take place to the Panels work programme;**
 - c) Decide if Member Champions or Task and Finish Groups would be the best way to progress the work programme; and**
 - d) Decide if the Rules of Procedure for the Panel require amendment.**

Purpose

2. The purpose of this report is to remind Members of the West Mercia Police and Crime Panel of methods of undertaking their workload, provide an opportunity to discuss the Panel rules of procedure and decide if any amendments should be made to the rules of procedure.

Background

3. The Police Reform and Social Responsibility Act 2011 introduced significant changes in police governance and accountability, in particular replacing the Police Authorities with directly-elected Police and Crime Commissioners (PCC).
4. The public accountability for the delivery and performance of the police services within each force area is placed into the hands of the PCC on behalf of their electorate. The PCC draws on their mandate to set and shape the strategic objectives of their force area in consultation with the Chief Constable. They are accountable to the electorate; the Chief Constable is accountable to their PCC. The Police and Crime Panel (the Panel) within each force area is empowered to maintain a regular check and balance on the performance of the PCC in that context.
5. The PCC within each force area has a statutory duty and electoral mandate to hold the police to account on behalf of the public. The Panel does not scrutinise the Chief Constable – it scrutinises the PCC's exercise of their statutory functions. While the Panel is there to challenge the PCC, it must also exercise its functions with a view to supporting the effective exercise of the PCC's functions. This includes:

- (a) The power of veto, by a two thirds majority of the total Panel membership, over the level of the PCC's proposed precept;
 - (b) The power of veto, by a two thirds majority of the total Panel membership, over the PCC's proposed candidate for Chief Constable;
 - (c) The power to ask Her Majesty's Inspectors of Constabulary (HMIC) for a professional view when the PCC intends to dismiss a Chief Constable;
 - (d) The power to review the draft Police and Crime Plan and make recommendations to the PCC who must have regard to them;
 - (e) The power to review the PCC's annual report and make reports and recommendations at a public meeting, which the PCC must attend;
 - (f) The power to require relevant reports and information in the PCC's possession (except those which are operationally sensitive) to enable them to fulfil their statutory obligations;
 - (g) The power to require the PCC to attend the Panel to answer questions;
 - (h) The power to appoint an acting PCC where the incumbent PCC is incapacitated, resigns or is disqualified;
 - (i) Responsibility for complaints about a PCC, although serious complaints and conduct matters must be passed to the Independent Police Complaints Commission (IPCC) in line with legislation.
6. The Chief Constable retains responsibility for operational matters. If the Panel seek to scrutinise the PCC on an operational matter, the Chief Constable may be invited to attend alongside the PCC to offer factual accounts and clarify (if needed) the Chief Constable's actions and decisions. The accountability of the Chief Constable remains firmly with the PCC and not the Panel.

West Mercia Police and Crime Panel

- 7. The West Mercia Police and Crime Panel covers the area served by the West Mercia Police (i.e the geographical area covering Herefordshire, Shropshire, Telford and Wrekin and Worcestershire).
- 8. The Panel is a scrutiny body. It exists to scrutinise the Police and Crime Commissioner, to promote openness in the transaction of police business and also to support the PCC in the effective exercise of their functions. Therefore the work of the Panel should reflect the following functions:

- contributing to the development of the PCC's police and crime plan (on which it is a statutory consultee – the PCC must have regard to the PCP's views on the draft plan)
- scrutinising the PCC, and receiving evidence from the chief constable (by invitation), at 'set piece' events at certain points in the year
- reviewing the PCC's proposed precept
- receiving evidence in person from officers of the PCC's secretariat, although powers to require information do not extend to receiving 'advice' given by the PCC's secretariat to the PCC
- reviewing the PCC's proposed appointments of chief constable, chief executive, chief finance officer and deputy police and crime commissioner and holding public confirmation hearings for these posts
- making reports and recommendations on matters relating to the PCC, on which the PCC is obliged to provide a response
- carrying out investigations into decisions made by the PCC, and into topics of particular interest, or public concern. This is not a statutory function (the Act does not require it), but may be necessary in order to effectively carry out the rest of the PCP's business
- an informal role in investigating complaints about non-criminal behaviour of the PCC, without any explicit powers to investigate
- making comments on the PCC's annual report at a public meeting to be held as soon as possible after the publication of that report (the public meeting will also provide the PCP with an opportunity to directly question the PCC on the annual report)

Approaches to Governance

9. The Panel has requested a report on Governance arrangements for the purpose of setting out a forward direction for the Panel and how it conducts its work.
10. The purpose of scrutiny is ultimately to improve the lives of local people through improved public services. To justify the resources allocated to scrutiny it is important to be able to demonstrate that scrutiny work adds value and makes a difference to local people. There are a number of methods of delivering good scrutiny that the Panel could consider in delivering its work programme.

Work Programme

11. Fundamental to this is having a work programme. The role of the Panel is to achieve positive outcomes for local people by undertaking a thorough, targeted examination of the PCCs performance. However, it is not possible to examine every aspect of performance in detail, so it is important for the Panel to prioritise and plan its workload.
12. **Does the Panel feel that it has a developed work programme that reflects the concerns of Panel Members, partners and the public?**

Panel Meetings

13. Panel meetings are formal and public. They provide a forum whereby Panel Members can:
- discuss written information they have received, from the PCC and external bodies,
 - hear evidence from witnesses, which could include other councillors, officers from the PCC's Office, Police representatives, experts, representatives from other organisations and members of the public,
 - question witnesses to gain a better understanding of the issues, draw conclusions from their discussions and the evidence examined, in the form of an outcome.
14. Panel meetings usually involve one or more substantive written reports being tabled on issues selected by the Panel and its Chair on the basis of the work programme. The purpose of 'good scrutiny' is to provide recommendations for improvement, so it is important to have a clearly defined outcome at the end of the meeting.
15. Panel Members may wish to consider how they conduct Panel Meetings. It may be a good idea to develop report templates for certain items to ensure that information that is required is correctly requested and then provided. Panel Members may wish to consider the use of expert witnesses when consider certain items to in order to better hold the PCC to account and to get an independent view of performance or policy.

Member Champions

16. Some Police and Crime Panels have Member Champions whereby individuals are tasked with becoming 'experts' in certain areas. Members would be asked to volunteer for one or more discreet areas – perhaps suggested by different areas of the PCCs plan. The Champions would then be able to keep abreast of current issues and highlight any areas of concern which may merit further investigation by the panel. The Panel may decide that the best way to deal with any specific issue, is to form a Task and Finish Group – with the relevant Member Champion as a member.

Task and Finish Groups

17. Task and finish groups are informal, usually small and time-limited bodies comprised of Panel Members and, often, co-optees brought in from outside the Panel for their specific skills and experiences. They are established to undertake a discrete piece of scrutiny work, and report back to the Panel with their findings and recommendations.
18. Task and finish groups are not mentioned in legislation, although most councils make provision for them in their constitution. The following rules of thumb are considered best practice when it comes to Task and Finish Groups:
- membership should be defined and agreed by the group's parent committee,
 - the parent committee should also decide on who should chair,

- decision-making in the group (i.e. deciding on the wording of a final report and deciding on recommendations) should be undertaken through consensus rather than through a vote, given the fact that the membership may not directly reflect political proportionality,
- To demonstrate transparency and accountability, it is also recommended that task and finish groups make published information, minutes and evidence-gathering sessions accessible to the public.

19. The Panel may wish to introduce the idea of Member Champions and subsequently decide to launch task group reviews as a result of information from Member Champions, in order to conduct a specific more in-depth piece of Scrutiny work.

Rules of Procedure

20. The Panel may wish to review its rules of procedure in order to take account of best practice, recent training and developing procedure such as the process undertaken for the Chief Constable Confirmation Hearing.

21. It is suggested that the Panel review its rules of procedure (attached at Appendix A) and decide if any improvements and amendments should be made.

Appendices

Appendix 1 – Rules of Procedure of West Mercia Police and Crime Panel.

Contact Points

County Council Contact Points

County Council: 01905 763763

Worcestershire Hub: 01905 765765

Email: worcestershirehub@worcestershire.gov.uk

Background Papers

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

- West Mercia Police and Crime Panel Terms of Reference
- West Mercia Police and Crime Panel Work Programme 2016/17

This page is intentionally left blank

WEST MERCIA POLICE AND CRIME PANEL

RULES OF PROCEDURE

1.0 General

- 1.1 These Rules of Procedure (the Rules) are made by the West Mercia Police and Crime Panel ('the Panel') pursuant to Schedule 6 paragraph 25 of the Police Reform and Social Responsibility Act 2011 (the 'Act').
- 1.2 The Panel will be conducted in accordance with the Rules. The Rules should be read having regard to the Panel Arrangements and Terms of Reference.
- 1.3 These Rules may be amended from time to time.
- 1.4 If there is any conflict in interpretation between these Rules and the Act or Regulations made under the Act, the Act and Regulations will prevail.

2.0 Chairman of the Police and Crime Panel

- 2.1 The Chairman of the Panel will be elected from amongst the Members on the Panel by the Panel by majority vote to hold office for a period of three years. The Panel Chairman will be drawn from amongst the councillors sitting on the Panel and will alternate between Worcestershire and Non-Worcestershire Members.
- 2.2 The Vice-Chairman will be appointed from the elected Members sitting on the Panel for a period of three years (immediately following the election of the Chairman). If the Chairman is from a Worcestershire authority, the Vice-Chairman will not be, and vice versa. The Vice-Chairman will preside in the absence of the Chairman.
- 2.3 The Panel will select a person from amongst the elected Members sitting on the Panel to preside at a meeting if the Chairman and Vice-Chairman are not present.
- 2.4 In the event of the resignation or removal of the Chairman, a new Chairman will be appointed by the Panel at its next meeting from amongst the elected Members sitting on the Panel for the remainder of the term of office.
- 2.5 The Chairman may be removed by a majority vote of the members of the Panel present and in that event the Panel will appoint a replacement Chairman from the elected Members.

3.0 Meetings of the Police and Crime Panel

- 3.1 The Panel will meet in public at least four times per year to carry out its functions. The Panel will be called by the Head of Legal and Democratic Services (Worcestershire County Council) sending out an agenda to Panel Members in accordance with the access to information provisions of the Local Government Act 1972.
- 3.2 Extraordinary meetings may be also called from time to time by
- a) the Chairman, or
 - b) any four Members of the Panel giving notice in writing to the Head of Legal and Democratic Services of the Lead Authority.
- 3.3 Ordinary meetings of the Panel will take place in accordance with a programme decided by the Panel and will take place at a location and time decided by the Panel or Chairman.
- 3.4 Ordinary Meetings of the Panel will:
- a) receive any declarations of interest
 - b) approve the minutes of the last meeting
 - c) deal with agenda items and consider any report from officers and Panel members.
- 3.5 Public Participation
Members of the Public shall be able to ask questions or make a statement to the Panel at each meeting, provided that the total time allowed for public questions shall not exceed 30 minutes, and no question or statement shall be allowed more than three minutes. Notification of the question or statement must be given to the Head of Legal and Democratic Services of the Lead Authority no later than 9.00a.m of the working day before the meeting of the Panel. Responses will normally be provided in writing after the meeting.
- 3.6 Substitutions
An elected member of the Panel may, by written notification to the Head of Legal and Democratic Services of the Lead Authority, nominate a substitute elected member to attend in his or her stead at any particular Panel meeting. The substitute member would need to be from the same authority and be a representative of the same political group.
- 3.7 Recording of Meetings
Unless the Chairman directs otherwise, a public meeting of the Panel will normally be filmed for the purposes of an officially recordable webcast (if available at the meeting venue). Other than the filming of a webcast, the filming, videoing, photographing or audio recording of a meeting shall not be permitted without the prior agreement of the Chairman obtained no later than an hour before the meeting.

4.0 Quorum

- 4.1 A meeting of the Panel cannot take place unless at least one third of the whole number of its Members is present (i.e 6 out of 17) (including at least 3 members from the Worcestershire authorities and 3 from the non-Worcestershire authorities).

5.0 Voting

- 5.1 Voting will be by general assent or show of hands and by simple majority unless the Act, Regulations or these Rules require otherwise.
- 5.2 All Panel Members may vote in proceedings of the Panel if those Members are present in the room at the time the question is put.
- 5.3 If there is an equality of votes, the Chairman may use a second or casting vote.
- 5.4 If requested by not less than four members of the Panel (by rising in their places prior to the vote being taken), the voting on any question shall be recorded so as to show how each Member present and voting gave his/her vote or who abstained from voting.

6.0 Work Programme

- 6.1 The Panel will be responsible for setting a programme for its work and will take into account of:
- a) the requirement to properly undertake the functions and responsibilities of the Panel as set out in the Act (and terms of reference of the Panel);
 - b) the priorities defined by the Police and Crime Commissioner ('PCC'); and
 - c) the views of Panel Members and advisers as to appropriate work to be undertaken.
- 6.2 The work programme must relate to the functions described in the terms of reference for the Panel.

7.0 Panel Agenda

- 7.1 The Panel agenda will be issued to Panel Members at least 5 clear working days before the meeting unless the Chairman agrees it can be called at shorter notice for urgent business. It will also be published on the Panel's web site and sent electronically to each of the Authorities, and by any other means the Panel considers appropriate. Reports will also be made available

at the time the agenda is issued, unless a report is not ready in which case it will be circulated when it is.

- 7.2 Any Member of the Panel shall be entitled to give notice to the Head of Legal and Democratic Services of the Lead Authority that he or she wishes an item relevant to the functions of the Panel to be included on the agenda for the next available meeting.

8.0 Sub-Committees and Task Groups

- 8.1 The Panel may set up Sub-Committees from its membership to undertake and exercise specified functions of the Panel.
- 8.2 Sub-Committees and Task Groups may not undertake the Special Functions referred to in paragraph 11 below.
- 8.3 Time-limited Task Groups may also be established from time to time by the Panel undertake specific task-based work but not take formal decisions.
- 8.4 The work to be undertaken by a Sub-Committee or Task Group will generally be defined beforehand, together with the timeframe within which the work is to be completed and the outcome reported to the Panel.
- 8.5 A Sub-Committee of the Panel may not co-opt Members.

9.0 Reports from the Police and Crime Panel - General

- 9.1 Reports and recommendations made by the Panel in relation to its functions will be carried out in accordance with the procedure outlined in this paragraph.
- 9.2 Where the Panel makes a report to the PCC it will generally publish the report or recommendations on its web site and by sending electronic copies to each of the Authorities, and by any other means the Panel considers appropriate.
- 9.3 The Panel may require the PCC within 20 working days (or within such other period as is indicated in these Rules) of the date on which s/he receives the Panel's report or recommendations to:
- a) consider the report or recommendations;
 - b) respond to the Panel indicating what (if any) action the PCC proposes to take;
 - c) where the Panel has published the report or recommendations, publish the response from the PCC in the same manner;
 - d) where the Panel has provided a copy of the report or recommendations to a Panel Member, provide a copy of the response to the Panel Member.

- 9.4 The publication of reports or recommendations is subject to the exclusion of any exempt or confidential information as defined in the rules on access to information in the Local Government Act 1972 (as amended).

10.0 Holding the Police and Crime Commissioner and Officers to Account

- 10.1 The Panel must scrutinise and review decisions made or actions taken by the PCC in the discharge of his/her duties, and make reports or recommendations to the PCC with respect to the discharge of those duties.
- 10.2 The Panel will publish all reports or recommendations made in relation to the discharge of the PCC's duties on its web site and by sending electronic copies to each of the Authorities, and by any other means the Panel considers appropriate.
- 10.3 The Panel may in discharging this function review documentation, and require the PCC, and members of the PCC's staff, to attend before the panel (at reasonable notice) to answer questions which appear to the Panel to be necessary in order to carry out its functions.
- 10.4 Where the PCC, or a member of the PCC's staff, is required to attend the Panel under this provision, the PCC will be given (where practicable and unless urgent) at least 15 working days written notice of the requirement to attend, and the notice shall state:
- a) the nature of the item in respect of which s/he is required to attend to give account;
 - b) whether any papers are required to be produced to the Panel; and
 - c) that where it is necessary to produce a report, sufficient time will be given to allow for its preparation of that report.
- 10.5 Where, in exceptional circumstances, the PCC is unable to attend on the required date, then an alternative date for attendance shall be arranged following consultation with the Chairman of the Panel.
- 10.6 A member of the PCC's staff attending a meeting of the Panel shall not be required to disclose any advice given to the PCC by that person.
- 10.7 The Panel may require the PCC to respond in writing to any report or recommendation of the Panel.
- 10.8 If the Panel requires the PCC to attend before the Panel, the Panel may also (at reasonable notice) request the Chief Constable to attend before the Panel on the same occasion to answer any questions which appears to the Panel to be necessary in order for it to carry out its functions.

- 10.9 In undertaking its functions, the Panel may invite persons other than those referred to above to attend Panel meetings, to address the meeting, discuss issues of local concern and/or answer questions. This may, for example and not exclusively, include residents, stakeholders, elected Members who are not members of the Panel, officers, and other parts of the public sector.

11.0 Special Functions

- 11.1 The Special Functions of the Panel are those functions referred to in paragraphs 12-16, conferred on the Panel in relation to:
- a) the review of the Police and Crime Plan as required by Section 28(3) of the Act;
 - b) the review of the Annual Report as required by Section 28 (4) of the Act;
 - c) the review of senior appointments in accordance with Paragraphs 10 and 11 of Schedule 1 of the Act;
 - d) the review and potential veto of the proposed precept in accordance with Schedule 5 of the Act; and
 - e) the review and potential veto of appointment of the Chief Constable Part 1 the Act.
- 11.2 The Special Functions shall be undertaken having regard to the requirements of the Act and Regulations in each case.
- 11.3 The issuing of reports and recommendations by the Panel in relation to the Special Functions outlined above will be carried out in accordance with paragraph 9 above.

12.0 Police and Crime Plan

- 12.1 The Panel is a statutory consultee on the development of the PCC's Police and Crime Plan and will receive a copy of the draft Police and Crime Plan, or a draft of any variation to it, from the PCC.
- 12.2 The Panel must
- a) hold a public meeting to review the draft Police and Crime Plan (or a variation to it) given to it by the PCC; and
 - b) report or make recommendations on the draft Plan which the PCC must take into account.
- 12.3 The PCC must have regard to any report or recommendations made by the Panel in relation to the draft plan or variation.
- 12.4 The PCC must give the Panel a response to any such report or recommendations and publish any such response.

13.0 Annual Report

- 13.1 The PCC must produce an Annual Report about the exercise of his/her functions in the financial year and progress in meeting police and crime objectives in the year. The report must be sent to the Panel for consideration.
- 13.2 The Panel must review the Annual Report of the PCC, and for that purpose must:
- a) arrange for a public meeting of the Panel to be held as soon as practicable after the Panel receives the Annual Report from the PCC;
 - b) require the PCC to attend the meeting to present the Annual Report and answer the such questions about the Annual Report as the Members of the Panel think appropriate; and
 - c) make a report or recommendations on the Annual Report to the PCC.
- 13.3 The PCC must give the Panel a response to any report or recommendations on the annual report and publish any such response.

14.0 Proposed precept

- 14.1 The Panel will receive notification from the PCC of the precept which the PCC is proposing to issue for the coming financial year by 1 February (or such other date required by Regulations). The Panel must arrange for a public meeting of the Panel to be held as soon as practicable after the Panel receives the proposed precept (no later than 8 February or such other date required by Regulations) to review it. The Panel's report may include recommendations, including reasons as to the precept that should be issued for the financial year which may include recommendations.
- 14.2 Having considered the proposed precept, the Panel must:
- a) support the proposed precept with or without qualification, comment or recommendation;
 - b) not support the proposed precept and may comment or make recommendations, including as to the level of the precept; or
 - c) veto the proposed precept (by the required majority of at least two thirds of the persons who are members of the Panel at the time when the decision is made) and indicate whether the veto is because the proposed precept is too high or too low, together with any recommendations.
- 14.3 If the Panel vetoes the proposed precept, the report to the PCC must include a statement that the panel has vetoed the proposed precept and give reasons for that decision. The PCC must have regard to that report and any recommendation and must respond.

- 14.4 Where the Panel exercises the power of veto, the PCC shall, by 15 February of the relevant financial year, notify the Police and Crime Panel of the precept he/she now proposes to issue subject to the following:
- (a) Where the Panel report indicates that the Panel vetoed the proposed precept because it is too high, the revised precept shall be lower than the proposed precept;
 - (b) Where the Panel report indicated that the Panel vetoed the proposed precept because it is too low, the revised precept shall be higher than the proposed precept.
- 14.5 On receiving a response containing notification of a revised precept under the Regulations the Panel shall, by 22 February of the relevant financial year:
- (a) Review the revised precept; and
 - (b) Make a report (second report) to the PCC on the revised precept, which may indicate whether the Panel accepts or rejects the revised precept and may make recommendations to the PCC.
- 14.6 The PCC shall, by 1 March of the relevant financial year, have regard to the 'second report', give the Panel a response and publish the response.
- 14.7 The PCC may then issue the revised precept for the financial year or issue a different precept still subject to the requirements at 14.4 (a) and (b) above unless it would be in accordance with a recommendation in the second report to do so.

15.0 Appointment of the Chief Constable

- 15.1 The Panel must review the proposed appointment by the PCC of the Chief Constable.
- 15.2 The Panel will receive notification of the proposed appointment from the PCC, which will include:
- a) the name of the candidate;
 - b) the criteria used to assess suitability of the candidate;
 - c) why the candidate satisfies the criteria; and
 - d) the terms and conditions proposed for the appointment.
- 15.3 Within three weeks of the receipt of notification the Panel must consider and review the proposed appointment and must convene a public meeting ('confirmation hearing') of the Panel which the candidate must attend, either

in person or by telephone or video link (as determined by the Chairman) and answer questions relating to the appointment.

- 15.4 Having considered the appointment, the panel will:
- a) support the appointment with or without qualification, comment or recommendation;
 - b) not support the appointment with associated recommendations; or
 - c) veto the appointment of the Chief Constable (by the required majority of at least two thirds of the persons who are members of the Panel at the time when the decision is made).
- 15.5 The Panel will report to the PCC with a recommendation as to whether or not the candidate should be appointed. The Panel will publish its report on the website and by sending copies to each of the Authorities, and by any other means the panel considers appropriate. The three week period shall not include the 'post election period', being any period between the date of poll at the ordinary election of the PCC, and the date of declaration of acceptance of office of the PCC.
- 15.6 If the Panel vetoes the appointment the report must include a statement to that effect.
- 15.7 If the Panel does not veto the appointment, the PCC may accept or reject the Panel's recommendation, and must notify the Panel accordingly.

16.0 Other Senior Appointments

- 16.1 The Panel must review the proposed senior appointments by the PCC of the PCC's Chief Executive, Chief Finance Officer and Deputy PCC.
- 16.2 The Panel shall receive notification of the proposed senior appointments from the PCC including:
- a) the name of the candidate;
 - b) the criteria used to assess suitability of the candidate,
 - c) why the candidate satisfies the criteria; and
 - d) the terms and conditions proposed for the appointment.
- 16.3 Within three weeks of the receipt of notification the Panel must consider and review the proposed appointment, and report to the PCC with a recommendation as to whether or not the candidate should be appointed. The three week period will not include the post-election period (of the PCC).
- 16.4 Before reporting and recommending under 16.3 above, the Panel must convene a public confirmation hearing of the Panel which the candidate must attend, either in person or by telephone or video link (as determined by the Chairman) and answer questions relating to the appointment.

- 16.5 The Panel must publish the report on its website and by sending copies to each of the Authorities, and by any other means the Panel considers appropriate.
- 16.6 The PCC may accept or reject the Panel's recommendation, and must notify the Panel accordingly.
- 17.0 Appointment of an Acting Police and Crime Commissioner**
- 17.1 The Panel must appoint a person to be Acting PCC if:
- a) no person holds the office of PCC;
 - b) the PCC is incapacitated (i.e. unable to fulfil the functions of PCC) which is a matter for the Panel to determine; or
 - c) the PCC is suspended.
- 17.2 In the event that the Panel has to appoint an Acting PCC it will meet to determine the process for appointment which will comply with these Rules of Procedure and any legal requirements.
- 17.3 The Panel may appoint a person as Acting PCC only if the person is a member of the PCC's staff at the time of the appointment.
- 17.4 In appointing a person as Acting Commissioner in a case where the PCC is incapacitated, the Panel must have regard to any representations made by the PCC in relation to the appointment.
- 17.5 The appointment of an Acting Commissioner will cease to have effect upon the earliest of the following:
- a) the election of a person as PCC;
 - b) the termination by the Panel, or by the Acting Commissioner, of the appointment of the Acting Commissioner;
 - c) in a case where the Acting Commissioner is appointed because the PCC is incapacitated, the PCC ceasing to be incapacitated; or
 - d) in a case where the acting PCC is appointed because the PCC is suspended, the PCC ceasing to be suspended.
- 17.6 Where the Acting Commissioner is appointed because the PCC is incapacitated or suspended, the Acting Commissioner's appointment does not terminate because a vacancy occurs in the office of PCC.

18.0 Complaints

- 18.1 Serious complaints which involve allegations which may amount to a criminal offence by the PCC or senior office holders are dealt with by the Independent Police Complaints Commission (the 'IPCC').
- 18.2 The Panel may be involved in the informal resolution of certain other complaints against the PCC and Deputy PCC, where they are not being investigated by the IPCC or cease to be investigated by the IPCC.
- 18.3 On receipt of a complaint which falls within its remit the Panel will consider the complaint and comply with its complaints protocol which seeks the informal resolution of a complaint by encouraging, facilitating, or otherwise assisting in the resolution of the complaint otherwise than by legal proceedings.

19.0 Suspension of the Police and Crime Commissioner

- 19.1 The Panel may suspend the PCC if it appears to the Panel that the PCC is charged in the United Kingdom, the Channel Islands or the Isle of Man with an offence which carries a maximum term of imprisonment exceeding two years.
- 19.2 The suspension of the PCC ceases to have effect upon the occurrence of the earliest of these events:
 - a) the charge being dropped;
 - b) the PCC being acquitted of the offence;
 - c) the PCC being convicted of the offence but not being disqualified under Section 66 of the Police Reform and Social Responsibility Act by virtue of the conviction; or
 - d) the termination of the suspension by the Panel.
- 19.3 In this section references to an offence which carries a maximum term of imprisonment exceeding two years are references to:
 - a) an offence which carries such a maximum term in the case of a person who has attained the age of 18 years, or
 - b) an offence for which, in the case of such a person, the sentence is fixed by law as life imprisonment.

20.0 Suspension and Removal of the Chief Constable

- 20.1 The Panel will receive notification from the PCC if the PCC suspends the Chief Constable.

- 20.2 The PCC must notify the Panel in writing of his/her proposal to call upon the Chief Constable to retire or resign together with a copy of the reasons given to the Chief Constable in relation to that proposal.
- 20.3 The PCC must provide the Panel with a copy of any representations from the Chief Constable about the proposal to call for his/her resignation or retirement.
- 20.4 If the PCC is still proposing to call upon the Chief Constable to resign, the PCC must notify the Panel accordingly (the 'further notification').
- 20.5 Within six weeks from the date of receiving the further notification the Panel must make a recommendation in writing to the PCC as to whether or not the PCC should call for such retirement or resignation. Before making any recommendation the Panel may consult the chief inspector of constabulary, and must hold a scrutiny hearing.
- 20.6 The scrutiny hearing is a Panel meeting in private to which the PCC and Chief Constable are entitled to attend to make representations in relation to the proposal to call upon the Chief Constable to retire or resign. Appearance at the scrutiny hearing can be by attending in person, or participating by telephone or video link as determined by the Chairman.
- 20.7 The Panel must publish the recommendation in such a manner as it considers appropriate.
- 20.8 The PCC may not call upon the Chief Constable to retire or resign until the end of the scrutiny process which will occur:
- (a) at the end of six weeks from the Panel having received notification if the Panel has not by then given the PCC a recommendation as to whether or not she/he should call for the retirement or resignation; or
 - (b) the PCC notifies the Panel of a decision about whether she/he accepts the Panel's recommendations in relation to resignation or retirement.
- 20.9 The PCC must consider the Panel's recommendation and may accept or reject it, notifying the Panel accordingly.
- 20.10 In calculating the six week period, the post-election period for the PCC is ignored.

Final version incl Panel amendments

WEST MERCIA POLICE AND CRIME PANEL 7 DECEMBER 2016

OTHER COMMITTEES AND THEIR REMIT

Recommendation

1. **The West Mercia Police and Crime Panel is recommended to consider:**
 - a) **the remit of the Trust Integrity and Ethics Committee and the Joint Audit Committee to see if there is any overlap with the Police and Crime Panel; and**
 - b) **whether it would be useful for the panel to have sight of any of the reports considered at the other committees.**

Background

2. Following the introduction of the Code of Ethics, which was developed by the College of Policing in July 2014, the Trust, Integrity and Ethics Committee was set up and first met in September 2014. An independent Audit Committee was set up by the Commissioner and Chief Constable as recommended in the Home Office Financial Management Code of Practice, issued under the Police Reform and Social Responsibility Act 2011. The Joint Audit Committee (covering both Warwickshire and West Mercia Police areas) first met in June 2013.

The Trust, Integrity and Ethics Committee

3. The Committee is made up of 5 independent members and is a joint West Mercia and Warwickshire Committee. The Committee meets in public 3 or 4 times a year.
4. According to its Terms of Reference *'The Trust, Integrity, and Ethics (TIE) Committee exists to enhance trust and confidence in the ethical governance and actions of West Mercia Police and Warwickshire Police. Consequently it will consider issues both internal and external to the Forces to help ensure that the two Forces have clear ethical standards and aspire to, and achieve, the highest levels of integrity and standards of service delivery.'*
5. It will discharge responsibilities by:
 - Promoting the highest standards of ethical conduct
 - Providing a focus for education into ethical issues
 - Being a source of support to others
 - Ensuring compliance with organisational values
 - Identifying good practices, behaviour and demonstration of values, and opportunities for improvement.

The Joint Audit Committee

6. The Audit Committee is a Joint Committee due to the strategic alliance between the two forces; Warwickshire and West Mercia. It considers internal and external

audit reports of both of the Police and Crime Commissioners and the Chief Constables.

7. The Audit Committee usually meets four times in each financial year and is made up of six independent members.

8. Further information and the Committee Papers are available on the PCCs website at <https://www.westmercia-pcc.gov.uk/key-information/> Reports from the HMIC are also available on the PCCs website.

9. It is suggested that the panel consider whether it should take account of any information which is considered by the other Committees. It should be noted that the Chairman and Vice Chairman are meeting with the Chairman and Vice Chairman of Warwickshire Police and Crime Panel and a joint approach could be considered.

Contact Points

County Council Contact Points

County Council: 01905 763763

Worcestershire Hub: 01905 765765

Email: worcestershirehub@worcestershire.gov.uk