

WEST MERCIA POLICE AND CRIME PANEL 19 JUNE 2018

POLICE & CRIME PLAN ACTIVITY AND PERFORMANCE MONITORING REPORT (JANUARY 2018- MARCH 2018)

Recommendation

- 1. The West Mercia Police and Crime Panel (PCP) are invited to consider the Police & Crime Plan Activity and Performance Monitoring Report (January 2018 – May 2018) and determine whether it would wish to carry out any further Scrutiny or make any comments**

Background

2. The purpose of this report is to provide members of the Police and Crime Panel with an overview of activity undertaken in support of the Safer West Mercia Plan and provide an update on police performance.

Delivery Plan and Assurance

3. The PCC's Chief Executive and staff have developed a delivery plan to support monitoring and assurance of the Safer West Plan. Progress against individual elements within the plan is updated in line with an agreed timeline for each element and the delivery plan is subject to monthly scrutiny.
4. The delivery plan is a substantial document and therefore a summary extract of it has been produced for the Panel at Appendix 1. The summary provides a concise overview of activity supporting the plan commitments. The extract contains the latest update available to the end of May 2018.
5. Some examples of activity in support of the Safer West Mercia Plan's four objectives, all of which are included in the delivery plan, are shown below.

Putting victims and survivors first

6. **Funding audit** – the PCC's commissioning team have completed an audit of all grant funded and community safety partnership core funded initiatives, which involved visiting 84 different grant recipients. The audit findings provide the PCC with valuable additional assurance on value for money and on the outcomes being achieved and have helped inform funding for 2018/19.
7. **Increase in criminal charges** – Recent data published by the Home Office shows that victims of crime are getting an improved service from West Mercia Police, with a 12% increase in criminal charges brought over the last three years. This is in contrast to the national trend which has seen an 11% reduction over the same time period.

Building a more secure West Mercia

8. **Analyst support for community safety partnerships (CSPs)** – the PCC’s office has been working very closely with the five CSPs and force intelligence team to improve the partnership working and availability of data between the 6 different analyst teams. As result of the review 3 CSP analyst posts will shortly be based in force. This change will not only improve the sharing of data but improve awareness across partners.

9. **We don’t buy crime initiative** – the PCC has developed a new grant initiative which is being launched in early June to target potential acquisitive crime in West Mercia’s communities. Targeted at upper tier councillors the PCC will provide 25% match funding towards the purchase of Smart Water kits to enable residential households in towns and villages to secure mark their valuables.

Reforming West Mercia

10. **New policing model** – at the beginning of April the force implemented a new policing model across West Mercia. Following extensive research into three years of crime, incident and deployment data, the force have made practical changes such as adapting shift patterns to ensure an increased number of officers are on duty late at night, and at other times when demand is highest, to provide increased visibility, reassurance and protection for the public. A further 25 officers are being integrated alongside the existing patrol teams, to improve roads policing, prevent offending and keep the public safe across West Mercia’s roads network. These changes will protect front line officer numbers and will allow for a 34% increase in officer numbers at peak times of demand.

11. **Rationalising the police estate** - following a review of all police buildings, it has been found that a number of them aren’t currently being fully utilised. By working with partners, as part of the One Public Estate Programme (OPE), the PCC has been able to identify where savings can be made by co-locating buildings without reducing the level of service the public receives. Initially four sites in Shropshire have been identified for co-location with different partners in Bridgnorth, Wem, Whitchurch and Shrewsbury town centre.

Reassuring West Mercia’s communities

12. **Public perception surveys** – in March the PCC launched a new joint public perception survey with the force. The survey asks members of the community for their thoughts on police visibility, accessibility and integrity. Quarterly results will be published for each local policing area. Those results will give the force a reliable evidence base to understand where communities feel well connected to the force and have high levels of confidence, and where improvements are needed. They will also give the PCC a more evidential basis for holding the Chief Constable to account to ensure any necessary improvements are made and that best practice lessons are learned.

13. Separate to the public perception survey the PCC has begun a consultation exercise with town and parish councils asking them for their views on local policing,

contact and engagement and crime and anti-social behaviour. The consultation closes in July and findings will be published later in the year.

14. **Police volunteers** - In 2017/18, West Mercia's 360 Special Constables logged over 83,000 hours of service, equivalent to around 50 full time officers. Other police volunteers also logged more than 11,000, giving a grand total of 94,422 hours.

Performance and accountability

Holding to account

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

Month	Type	Subject area
January	Thematic	Domestic abuse
February	Performance	Performance including satisfaction and confidence
March	Thematic	The victims' journey
April	Thematic	PEEL Effectiveness
		Offenders – addressed via written Q & A's, which will be published on the website
May	Performance	Performance including satisfaction and confidence

HMICFRS inspection reports

16. Since the last report HMICFRS has published one force-specific inspection report on effectiveness as part of its rolling PEEL inspection programme. This is subject to a separate report to the Panel.

17. The PCC has a statutory requirement to respond to the Home Secretary on the findings of any HMICFRS force inspection reports. A copy of the letter submitted to the Home Secretary is published on the PCC's website.

Force Performance Reports

18. A number of internal performance products are produced by the force to enable senior officers and the PCC to maintain strategic oversight of force performance. In particular the PCC scrutinises a weekly dashboard of performance along with monthly and quarterly summary reports.

19. The latest quarterly performance summary report published by West Mercia Police is attached at Appendix 3. This reports covers the period January to March 2018. As requested by the Panel the summary page from the report has been included separately and is shown at Appendix 2.

Supporting Information

Appendix 1 – Delivery Plan Extract

Appendix 2 – Extract of Police Performance Summary January – March 2018

Appendix 3 - West Mercia Police Performance Summary January – March 2018
[available here](#)

Contact Points for the Report

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Background Papers

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

Agenda and Minutes of the West Mercia Police and Crime Panel

[All agendas and minutes are available on the Council's website here](#)

Delivery Plan Extract

Appendix 1

PUTTING VICTIMS AND SURVIVORS FIRST				
Policing element:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism (s)
1.1	Make sure officers and staff have the skills to properly support victims and survivors and do so when necessary.	Audit and review of knowledge, skills and attitudes. Review of training and development plans. Monitor compliance with Victims' Code of Practice (VCoP) and Witness Charter. Monitor key performance indicators linked to special measures, needs assessments and signposting to services.	Police, CPS, HMCTS, YOS, NPS report general compliance, which was supported in the most recent audit. MOJ currently consulting on how to improve compliance as agencies have failed to adopt performance systems designed to capture and report on key entitlements, resulting in the need for continued audit and inspection. The next compliance audit for the VCoP is planned for May2018.	Victims' Board. KPI monitoring, Delivery Plan monitoring.
1.2	Ensuring all victims and survivors who report an offence in West Mercia can access 'Track my Crime' or an alternative with equivalent capability	Track my Crime (TMC) was made available to all forces in 2014 and publicly launched by the Ministry of Justice in 2015. Initially the force intended to adopt TMC subject to improving IT systems and the website interface, however the commitment to Athena put the TMC project on hold in 2015. It was decided that a TMC solution should be sourced or integrated with Athena to ensure that existing investments were optimised and that service delivery for the public was not interrupted with the migration between systems	Following the completion of Phase 1, the Track my crime capability within Athena is potentially part of Phase 2. The Athena Phase 2 business case will be reviewed by the Transformation Board once complete later in the year.	Transformation Board
Police and Crime Commissioner's Commitments:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
A.1	Set out my commitment in a new victims' charter, clarifying what services victims can	(A1.1) (1) Carry out a public consultation outlining proposed priorities and actions that would enable the PCC to be VCoP and EU Directive compliant (2) Develop and publish the charter	Charter is now in its 2nd year. We will be looking to establish victim's focus groups in the summer of 2018. Part of the remit of the focus group will be to validate the charter principles and update if/where needed.	Victims' Board, KPI Monitoring, Delivery Plan Monitoring. Audit and oversight

	expect, and what services must be delivered.	(A1.2)(1). Conduct a victims' needs assessment, providing qualitative and quantitative feedback to inform commissioning and to identify potential gaps (A2). (2)Work in partnership to ensure that victims have access to services. (3)Contract management (4)Grant provision	Refer to A1.2 and A2.1	Victims' Board Delivery Plan monitoring Performance Mgt. Audit and scrutiny
		(A1.3) Develop, in partnership, an assurance framework to ensure delivery against the 9 specified outcomes set out in the Victims' Charter	PCC Victims' Charter in place. Regular audit and review conducted by LCJB / Victims Board. Key issues to address over next quarter: -Data quality and referral to Victim Support -Victim Impact Statements improve quantity / quality -Finalise Victims' Needs Assessment action plan.	OPCC, LCJB, Victims' Board. Exception reports will be highlighted to the PCC.
A.2	Complete a victims' needs assessment	(A2.1)A victim needs assessment will be carried out specifically analysing qualitative impacts of existing provision. Once complete the needs assessment will be integrated into the Commissioning intention, to target investment appropriately.	Complete	Delivery Plan monitoring
		(A2.2) (1)Quantitative victims scorecards and heat maps are being produced to profile demand levels to and existing provision capacity, in addition to highlight any identify potential gaps or duplication in provision. (2) Liaise with CSPs and wider partners to pull data into a central place	Complete	Delivery Plan monitoring
A.3	Bring together and help lead a new Victims Board to ensure better results and consistency.	(A3.1)1. Draft and consult on terms of reference and membership of the Victims' Board. 2. Consult and develop a Vision and Mission statement for the Board. 3. Consult, agree and create a strategic delivery plan for the victims' board. 4. Consult and agree on SROs to lead on key policy areas. 5. Consult and design an assurance and	The PCC's Victims' Board met on the 23rd of March. The Board discussed the need to improve outcomes linked to domestic violence. In addition, the Board drilled into the user satisfaction data and the need to improve the flow of information from the CJS to victims and witnesses.	1.Quarterly assurance reports 2.Minutes and actions arising 3. Programme and project highlight reports. 4.Performance

		<p>performance framework</p> <p>6. Agree and set future meetings.</p> <p>7. Publish meeting papers on PCC Website.</p>		<p>improvement reports</p> <p>5.Oversight and scrutiny reports</p>
		(A3.2) Improve compliance with the key entitlements set out in the Victims' Code of Practice (VCoP)	<p>LCJB and Victims' Board report general compliance with the key entitlements set out in the VCoP. MoJ currently consulting on improving oversight and scrutiny of the VCoP, which could see local PCC's responsible for compliance.</p> <p>LCJB / Victims' Board to audit compliance in May 2018.</p> <p>Key issues:</p> <ul style="list-style-type: none"> • Timely updates • Victim personal statements • information sharing 	<p>OPCC, LCJB, Victims' Board. Exception reports will be highlighted to the PCC.</p>
A.4	Make sure victims and survivors get effective services, enabling them to cope and recover and reduce their chances of revictimisation	(A4.1)(1) Develop commissioning intentions for the term of office (2) Contract monitoring linked to outcome frameworks (3) grant/commissioned activity based on need and score card intelligence	Commissioning intentions have been updated, alongside a new specification which is evolving for victim of crime support (emotional and practical support).	Contract and grant monitoring
		(A4.2) Gap analysis with Victim Support to identify gaps in the market place.	Following consultation with VS and having in place a qualitative needs assessment we have designed the new victim model around addressing the gaps identified (many of which were identified by victims) with the intent of improving the victim journey.	Delivery plan monitoring
		(A4.3)(1) Develop a commissioning strategy for domestic abuse, working with local authorities and public health to increase IDVA, and MARAC capacity	Focus groups are being established in the summer, along with a needs assessment being planned for August to support our commissioning approach for IDVA provision for 2019/20. Current commissioning intention for 201819 is up to date.	Delivery plan monitoring
		(A4.4) Develop a commissioning strategy for serious sexual offences	Commissioning intentions are complete, focus groups are being established in 201819 to develop and sense check future commissioning intentions. We are	Delivery plan monitoring

			also working with the 2 SV providers we have to develop an application to become an early adopter for MoJ potential devolved funding for rape centres and support.	
		(A4.5) Develop a commissioning strategy for CSE	Commissioning intentions are up to date, focus groups are being established to sense check strategy and intentions for 2019/20.	Delivery plan monitoring
		(A4.6) Retender the Victims Support contract	Specification and new model for victim provision is currently in development. Benefit realisation and feasibility study has been completed and the recommended model is being costed and planned by both the OPCC and force. New model to be in place by 2019, with tendering due for October 2018.	Delivery plan monitoring
		(A4.7) Work with Warwickshire OPCC and Victim Support to develop an exit Survey	Approach known and being weaved into commissioning approach.	Delivery plan monitoring
		(A4.8) Develop and undertake joint commissioning of SARC provision across the West Midlands region	Complete	
		(A4.9) Improve the automatic data transfer (ADT) from the Police to Victim Support Services	The introduction of Athena has had a significant impact on referrals to Victim Support. Manual data transfer work around introduced. Further work required as referrals are still 30% below pre Athena levels and is being investigated. The fall in referrals has also been raised at the Strategic Athena Improvement Board. The Regional Director for Victim Support has been invited to the next Athena Board. LCJB and Victims' Board monitoring.	Victims' Board
		(A4.10) Improve the capture rates of mobile phone contact details in order to drive up rates of automated SMS contact	Key issue: <ul style="list-style-type: none"> Quality of the data captured (often the number is input incorrectly). Missing data (mobile phone data often not captured). Lead officer to address both issues and report back to LCJB / Victims' Board in June 2018..	Victims' Board
A.5	Work with	(A5.1) PCC supporting the work of the APCCs	Ongoing support provided with national policy and	Delivery plan

	government to further enhance services for victims, survivors and witnesses locally	Criminal Justice and Victims' reference group, which provides feedback and input to the MoJ.	local devolution potential specifically around support for victims of crime. Ensuring West Mercia receive the most from policy change and funding opportunities.	monitoring
		(A5.2) Head of Commissioning to engage regularly with the Ministry of Justice and our designated Relationship Manager. To meet and update the lead for victims within the Ministry of Justice in addition to representing West Mercia on National steering groups regarding policy and funding.	MoJ remain fully engaged in current victims modelling, and our new outcome framework. Quarterly meetings are upheld between lead commissioner/Relationship Manager and the Head of Commissioning.	Delivery plan monitoring
		(A5.3) Work with the Home Office to facilitate funding provision of local refuges to support survivors of domestic abuse.	Complete	Delivery plan monitoring
		(A5.4) Work with Citizen's Advice Witness Service to improve victim and witness experience in the Courts.	Regional managers for the Witness Service attend both the LCJB and Victims' Board. Significant progress has been made in developing and delivering CAB's Witness Outreach service, which is designed to provide an enhanced service to vulnerable and intimidated witnesses. West Mercia's witness attendance rates are the highest in the region and the area has seen a slight reduction in witness attrition at court. In addition, improvements in identifying and referring child, vulnerable and intimidated witnesses have resulted in a 30% uplift in referrals to the CAB Witness Service. LCJB and Victim Board to monitor.	Victims' Board Delivery Plan monitoring Performance Mgt. Audit and scrutiny
A.6	Support the appropriate use of restorative justice	1. Commission an appropriate service provider to deliver RJ interventions across West Mercia. 2. Design and implement an RJ gateway service 3. Design and implement an appropriate triage process which effectively manages RJ referrals. 4. Consult and implement service level agreements	The PCC's Victims' Board provides oversight and scrutiny of RJ, which forms part of the wider Victim Service contract. To date, the new service has completed 26 cases. The service has been recognised as good practice and has received a quality mark award.	1. RJ programme board 2. Performance management reports

		<p>between the CJS and the preferred provider.</p> <p>5. Effective contract and programme management.</p>	<p>Key issues:</p> <ul style="list-style-type: none"> • Need to improve police referrals. • Need to improve use of police trained personnel • Need to improve recruitment and retention of volunteers <p>The service undergoes regular contract management reviews, which is carried out by the Head of Commissioning. LCJB and Victims' board to monitor.</p>	<p>3. Programme highlight reports.</p> <p>4. Contract management reports</p>
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Building a more secure West Mercia				
Policing element:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
2.1	<p>Ensuring officers and staff effectively identify and support people with vulnerabilities, understanding and managing associated risks</p> <p>Making sure the police provide the right response to incidents at the right</p>	<p>(2.1.1) The DCC for Warwickshire is the strategic lead for the alliance and represents the forces at national level. (1) Create a Strategic Vulnerability Board (SVB) to provide oversight of all strands of vulnerability and governance of a new overarching Vulnerability Strategy (2) Develop and implement a Vulnerability Strategy based on vulnerability themes identified at a national level. (3) Develop and implement a programme of vulnerability training. (4) Development of a training DVD on vulnerability and a comms strategy to support the vulnerability work.</p>	<p>Work has been undertaken to combine a number of action plans into one overarching vulnerability plan and to include more domestic abuse information. Having all activity recorded in one easily accessible place will improve oversight.</p> <p>2888 West Mercia staff are to have vulnerability training, the first stage has been run by the College of Policing (CoP). Phase 2 started in April with 85 courses booked up to the end of August. There has been good attendance but the new policing model has led to some slippage. Pre and post analysis of the effective of the training has demonstrated a considerable difference in awareness after the training.</p> <p>Mental health – there has been positive take up of a CoP e learning package on mental health however it is recognised that more is needed and a one day</p>	<p>1) Strategic Vulnerability Board (2) WM - PCC holding to account session (3) WM PCC rep has attended the vulnerability training and briefed the PCC</p>

	time		mental health event is being developed which will be mixed with adult safeguarding as there are some significant crossovers.	
		(2.1.2) Improving and sustaining the performance of the Operations Communications Centre (OCC) and making available other alternative methods for the public to easily contact the police, which reflects the changing ways the public wish to communicate with organisations. (Cross reference to 3.4)	1) Latest data (12 months to Dec 2017) shows a continued deterioration in public confidence (76.8%). West Mercia remains 8th in the MSG group and below both the MSG and national average. Confidence is a standing item as part of the quarterly performance HTA meetings. It was raised in February and will be raised again in May. The PCC will request an update on the action plans underlying the confidence strategy. 2) OCC performance fell below both the projected position and minimum standards for both 999/101 calls in the last quarter (Jan Mar18). The abandoned rate for both call types has also increased. OCC performance will be raised at the May HTA.	Weekly/monthly/quarterly performance reports & holding to account sessions
		(2.1.3) Response	Average response time in March 2018 was 12mins 25 secs; an increase compared to the previous month and above the monthly average. 89% of emergency incidents were attended within 20 mins. Response times were raised as an agenda item in the Feb HTA meeting. CC gave reassurance that improvements would be seen as a result of changes to shift patterns and OPU. Response times will continue to be monitored closely going forward.	Monthly /quarterly Performance reports
2.2	Working closely with partner agencies to reduce harm and prevent victimisation	Working with partners to reduce victimisation Proactive representation by the police in: (1) MASH (2) MARAC (3) MAPPA (4) IOM (5) Adult and Children's Safeguarding Boards	The identification of repeat victims has been impacted by the introduction of Athena. While improvements have been made, the linking of victims to crimes is taking longer than anticipated. The latest data sets indicate that a small cohort of victims have been victimised 10+ over the last 12 months. The Force has introduced new processes linked to HAU's designed to increase support for repeat victims.	Crime Reduction Board

2.3	<p>Proactively finding the causes of crime so threats are identified and targeted before they escalate. Working more effectively with partners and local communities to prevent, resolve and reduce crime and anti-social behaviour</p>	(2.3.1) Proactive representation by the force at Community Safety Partnerships and community groups as appropriate	All CSPs have force representatives at their meetings. Telford and Shropshire have Supts who chair, Hereford has a Supt who is vice chair, North and South Worcestershire have CI attendance at all meetings.	Attendance by PCC / Officers at CSP meetings
		(2.3.2) Implementation of the National Serious and Organised Crime Strategy requirements to work in partnership with other organisations to tackle those individuals and organisations causing most harm. Known as the Joint Policing Panel (JPP) in West Mercia.	Crime Reduction Board overseeing local governance. SOCJAGs established in all policing areas. Focused on SOC, CSE, MSHT. HO Locality Review of SOCG across Worcestershire planned for 13 Apr 2018. Review of SOCJAG local profiles planned for May 2018. Bid to HO for Prevent funding submitted Request submitted for £100k.	Crime reduction Board
2.4	<p>Ensuring partnership commitments are fully implemented and delivering the best possible results, including West Mercia's Reducing Reoffending Strategy and Mental Health Crisis Concordat</p>	(2.4.1) Working with partners to implement the Reducing Reoffending Strategy	PCC Strategy in place. Working with CRC and NPS to produce an Offender Needs Assessment. IOM embedded across all local policing areas. IOM teams now managing medium risk DA offenders. Continued investment made to support desistance programmes. Additional funding provided for 10 GPS tags. No critical issues to report.	<ul style="list-style-type: none"> >Community Safety Partnerships meetings, >Crime Reduction Board, >RJ Programme Board, >Local Reducing Reoffending Boards. >IOM Board
		(2.4.2) Mental Health - the force is signed up to the Mental Health Concordat and supports the local delivery plans,	Currently working with NHSE to establish an out of hours triage service. Currently working with partners to analyse need. Triage service likely to be based in North Worcestershire. Service aimed at reducing demand placed against A&E and CJS services. In addition, supporting the development of Liaison and	<ul style="list-style-type: none"> >Crime Reduction Board. >MH Concordat Strategic Board. >Strategic Custody Users

			<p>Diversion services, which should be operation across Worcestershire by the end of Q1 2018.</p> <p>Section 136 detentions remain low, although the impact of dealing with MH Calls for Service remains high.</p>	group
2.5	<p>Working with West Mercia Safer Roads Partnership and others to improve road safety, using practical, evidence led approaches to enforcement and education, reducing the number of deaths and serious injuries</p>	<p>1) Reinvigoration of governance and reporting mechanisms</p> <p>(2) Co-ordination and re-commissioning of young driver training initiatives</p>	<p>New Road Safety Strategy 2020 launched. Communication and dissemination under way. Review of use of SRP reserves commenced, noting the legislative restrictions on its use. Next Governance Board due June 2018</p>	Safer Roads Partnership Governance Board
2.6	<p>Work with partners to increase the proportion of hate crimes reported to the police</p>	<p>This work is ongoing. The force has refreshed its hate crime policies and procedures with its Independent Advisory Groups and others. The diversity team review all reported hate crimes and incidents to help identify any trends and ensure victims receive the best level of service.</p>	<p>In February 2018 South Worcestershire and North Worcestershire CSP's were visited to investigate the allocated 10K for hate crime. 5.5K (SW) and 10K(NW) was spent on a street theatre group called 'Busking for Advice'. They performed in each of the 3 districts of each area on 3 different days during hate crime awareness week. Each performance was accompanied by a 'hate crime stand' and various staff from the CSP available to reinforce the key messages and answer any queries. the events were aimed at both visitors and residents of Worcestershire. The outcomes for each area were provided in an evaluation report.</p> <p>The approach to raising awareness was innovative and provided some reoccurring expecting to see these addressed in the next round of funding (2018/19). As a stand alone initiative it is small as it is only delivered to a minority of the population limiting widespread cultural change. The real value will be the localised</p>	Strategic Diversity Board

			<p>activity empowered by this approach. The SWCSP returned 4.5K back to the PCC at the end of 2017/18. Also in February 2018 T&W CSP were visited to investigate their allocated 10K for hate crime. This has been directed towards 'The Heartstone Odyssey Project'. Schools are provided with a resource pack of books and related exhibition material to raise discussion/debate on prejudice, intolerance and hate crime and the professionals go through a training course to deliver the project. When the Commissioning officer visited the project had just finished the training stage and they were starting to deliver the curriculum 1 hour per week over 2 terms. The school need to prepare for a big exhibition in Telford and are encouraged to educate cohorts through assemblies on the work they have completed. An evaluation of this initiative will take place in August 2018</p>	
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Police and Crime Commissioner's Commitments:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
B.1	<p>Ensure partners work together to provide efficient and effective support to victims and use early intervention to prevent victimisation.</p> <p>Cross reference to A3 (Victims Board and A4(Needs Assessment))</p>	<p>(B1.1)Mobile App scheme: (1)Developing and building a mobile app aimed at 12-14 year olds. (2) Launch event for the app (3) Evaluation and consideration of future development</p>	Completed	Delivery plan monitoring
		<p>(B1.2)Perpetrator programme: Explore funding opportunities for a perpetrator programme across</p>	A tender exercise has been completed to appoint a provider to run the programme; details of the	Delivery plan monitoring

		West Mercia	successful service provider will be announced shortly. In the meantime a series of training days have been organised for support organisations and specialist support staff to ensure an effective implementation of the project.	
B.2	Make sure public funding used in support of this objective is allocated responsibly, is outcome focussed and based on proven need. Use a commissioning framework to ensure funding for community safety partnerships represents value for money. Develop strong partnerships that deliver our shared outcomes.	(B2.1) (1) Use Commissioning Strategic Frameworks / scorecards in the determination of funding allocation. (2) Update scorecards on a quarterly basis to provide quantitative data (3) Carry out needs assessment.	Completed	Delivery plan monitoring
		(B2.2) Development of KPIs associated to outcomes:	KPIs have been developed for key provision, these are being piloted and tested now for sense check.	Delivery plan monitoring
		(B2.3) Develop and implement social value criteria for grant and commissioning applications	Social Value is being weaved into our grants and commissioning work this year.	Delivery plan monitoring
		(B2.4) Outcome Star review: (1) Complete the pilot of the outcome star involving 10 grant recipients.(2)Work with Triange Consultancy to evaluate the pilot (3)Roll out of the project to a wider groups of grant recipients, including training and familiarisation.	Outcome star is continuing for a second year (2018/19). It is a mandatory tool for measuring outcomes with all diversionary network grants (following the pilot) and AXIS have now been trained and are using it (the children's ISVA service for Shropshire, Telford and Wrekin). The Commissioning Officer has been trained to analyse the data triangle provide (at a deeper level than the front facing reports) and is setting up an online train session for all providers in June and July in order to ensure the quality of their data input for this process.	Delivery plan monitoring
		(B2.5) Extend the target age range of the existing diversionary model: Introduction of a tier 2 grant aimed at the 13-16 year old age group	Completed	Delivery plan monitoring
		(B2.6) Analysts working group: Hold regular workshops with analysts from CSP, police, IOM and public health seeking to improve awareness and sharing of knowledge between analysts. Improve communications, reduce and embedding the use of	Agreement has been reached with all five CSPs to bring the CSP analyst function into the force. One existing analyst is being transferred over under TUPE and two further posts were recruited in the last few weeks (subject to vetting). Once fully staffed there will	Delivery plan monitoring

		the balanced scorecards into the analyst function	be three dedicated CSP analysts working in the force intelligence team.	
		(B2.7) Diversionary sporting activities for children and young people:(1) Review the independent evaluation from Loughborough University of a two year trial into effective sports interventions for diversionary activity (2) Subsequent activity to be determined	Completed	Delivery plan monitoring
		(B2.8) Schools Programme initiative: (1) Scope of programme to be identified and agreed (2) Subsequent activity to be determined	The consultant has completed the questionnaires with schools and produced a final report. Response rate from all schools in West Mercia was a 35% and the findings will be used to inform the future development of the project. Areas of focus where schools suggested there are the biggest gaps are around CSE/Grooming/Sexting so focus areas are likely to be these.	Delivery plan monitoring
		(B2.9) PCC Project Fund: Convert old red phone boxes to hold lifesaving defibrillator equipment.	A procurement exercise for the refurbishment of the telephone boxes did not result in the award of a contract on cost grounds. The scheme will now be progressed via amore grass root exercise with interested local communities.	Delivery plan monitoring
		(B2.10) Undertake a review of the PCC funding allocations to CSPs and the outcomes the funding achieves. Any subsequent changes to be implemented from 18/19 onwards.	The review of spend has been completed and funding allocations agreed with each CSP.	Delivery plan monitoring
		(B2.11) Undertake a review of the PCC funding allocated for CCTV schemes across West Mercia: (1)Request for information on existing schemes to be sent to all CSPs (2)CSPs to be invited to submit funding requests for 17/18 only.	Completed	Delivery plan monitoring
B.3	Make sure the Safer Roads Partnership responds to community concerns as well as working to	Pathfinder Project, teaching young people how to drive safely: (1) Develop a project specification seeking to introduce the programme across the whole of West Mercia.	A meeting was held this month between the grant recipient, DPCC and a Commissioning Officer. It was stated that the 6 events applied for across West Mercia would not be delivered in the year as it was proving difficult to source locations/venues. We were	Grant monitoring

	reduce deaths and serious injuries on our roads		assured that 4 events would be delivered equating to 20K. A 10K return to the PCC needs to be processed	
B4	Provide oversight and support to West Mercia's Reducing Reoffending Strategy	<ol style="list-style-type: none"> 1. Consult and produce a partnership strategy designed to tackle and reduce reoffending. 2. Design, create and implement a delivery plan which supports the strategy. 	<p>PCC Strategy in place. Review of partnership approach planned for April / May 2018. Report due into the PCC's Crime Reduction Board in June. Continued investment made in IOM. Improved partnership working across the YJS, NPS, CRC and Prisons. Diversion and desistance programmes in place. Key issues:</p> <ul style="list-style-type: none"> • Need to improve the number of accredited programme sentences. (Issue highlighted at LCJB in March). • Need to improve links with troubled family teams. • Need to complete Offender Needs Assessment 	<ol style="list-style-type: none"> 1. PCC's Crime Reduction Board 2. Programme highlight reports (IOM and Reducing Reoffending boards). 3. Oversight and scrutiny reports (CSP, Reducing Reoffending Boards, IOM).
B5	Work with my counterparts in the West Midlands region to ensure there are robust governance arrangements surrounding the existing regional collaboration agreements which help to deliver the Strategic Policing Requirement (SPR).	<ol style="list-style-type: none"> (1) Monitoring of Police Reform and Transformation Programme, including Specialist Capabilities Board in particular (2). Reinvigoration of Regional capabilities governance (3). Build into Assurance and Holding to Account Programme 	<ol style="list-style-type: none"> (1) RPO will be supporting the Commissioner in his new role as the central regional representative on the NPAS strategic Board. This will require engagement with other PCCs across the East and West Midlands so that their views can be represented at the Board. (2)RPO is continuing to engage with the Regional Firearms Board. The Board is currently considering a range of operational recommendations made by the Specialist Capabilities Programme. The RPO ensures the PCC has oversight of the decisions made in the region. (3)Continued engagement between CMPG and Warwickshire and West Mercia on border issues and assess options to collaborate on areas such as collision investigation. (4)The RPO has coordinated a regional task and finish group for financial investigation, aiming to create efficiency and effectiveness in this area of work with 	<p>PCC and Chief Executive attendance at regional PCC meeting. Scrutiny by regional PROs. Scrutiny via AGG. Regional POs providing regular updates</p>

			<p>potential to share resource and expertise to meet demand across the region and further maximise the use of Proceeds of Crime Act and cash seizures to disrupt criminality and deliver benefits for the public.</p> <p>(5) RPO undertook a project into criminality in our prison estate, the scale was demonstrated through a scene setting report and a confidential inquiry session set up. The aim of the meeting was to bring principal partners together to discuss and understand criminality in our prison estate, impacts on the wider system and what prevention activity can be undertaken. The result was a really positive meeting, with good engagement from all agencies represented. There was a real enthusiasm to tackle the problem of criminality through some smaller scale projects through to larger scale, more tactical changes. There was also agreement to develop a plan that deals with the short, medium and long term outcomes, and engage with the research work being undertaken by Staffordshire University. To underpin the work going forward, a working group will be set up with representatives from agencies to develop some of the short term outcomes discussed at the confidential inquiry session such as a local protocol with Crown Prosecution Service and intelligence sharing.</p> <p>(6) Develop performance measures for serious and organised crime at local level to demonstrate improved value for money through a highly effective performance framework and governance arrangements</p>	
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Reforming West Mercia

Policing element:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism

3.1	<ul style="list-style-type: none"> • Ensuring the alliance transformation programme delivers a better, more efficient service to the public • Ensuring there is strategic planning for the future of policing in West Mercia • Invest to save, so the force can be more adaptable and make best use of its resources 	Development and implementation of the transformation programme	<p>New Shift Pattern: Transition to the new model has been smooth, with only minor operational issues which were resolved quickly. The focus has moved to the post go live review of the new model to identify any performance issues, concerns over resilience and lessons learned.</p> <ol style="list-style-type: none"> 1. Establishment and structure build: The new establishment structure is built on force systems. Finance are translating the changes and savings in the new model into the 18/19 budget. The Athena structure is built and aligned to the new model. This was a significant external risk to the go live of the new model and was managed successfully. 2. Patrol/OPU Shift Pattern: The new Patrol/OPU shift pattern is live and being managed through business as usual process. 3. OPU alignment to Local Policing Command: The alignment of OPU under Local Policing Command is formally operational and the new supporting deployment principles are in place. The OPU team reports that the transition has been effective thus far. 4. SNT and Problem Solving: The new resource and beat profile model is now operational. The problem beat profile model is now operational. The problem solving model will be live in June. 5. Investigations: The structural changes to Investigations in the new model are live. The focus is progressing the whole of systems investigations review, supported by Process Evolution support, starting in early May. <p>Demand Reduction: Demand reduction is a key enabler of the new policing model to ensure that benefits are realised. The Incident Progression Teams are now in place for both Warwickshire and West Mercia, and the post go live operational review will analyse how effective the teams are at demand</p>	<p>(1)Transformation Board (2) AGG</p>
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			reduction using the Crime Assessment Principles.	
3.2	Delivering new fit for purpose technology and making best use of it	(3.2.1) Mobile Working Programme.	Project closure report is due for consideration at the end of May	(1) Transformation Board (2) AGG
		(3.2.2)In car media	Roads Policing Technology (ANPR, In-Car Media and User Infrastructure) work is ongoing. Vehicles were incorporated into the patrol fleet at the start of Apr.	
		(3.2.3)Telematics	The project reported in March that 984 of a total fleet of 1048 vehicles had been fitted with the telematics system, and that the activation of the system and driver identification was progressing. Since then it has become clear that the accuracy and reliability of data reporting from the fitted telematics system is not meeting the contract specification. Supplier engagement to resolve quality and compliance issues has taken place, and the project has agreed a deadline of 8 Jun to have 7 vehicles working exactly to specification, including access to all the reports on the vehicle, and for the data to be accurate. Ensuring a resilient fix for this test group will allow a roll out of any necessary adjustment to the full fleet. Until the system is functioning across the fleet, the benefits assumed in the original business case will remain at risk.	
		(3.2.4)Body worn video	Completed	
		(3.2.5) Data network and desk top rollout	The Data Networks project is progressing KCOM circuit decommissioning, with the total number of sites under the decommissioning phase being 27 out of 82	
		(3.2.6) Athena	Athena is now live. From now on this report will focus on the next stage of Athena development, including dependencies in other parts of the Transformation Programme. The Athena Phase 2 business case is currently under development. Athena/SAAB interface: Work is progressing to define the business requirements and the interface options offered from the Athena system.	

			HR Systems development and interface: Scoping for the requirements of the HR interface has commenced. The business requirements have been agreed and an assessment is underway in ICT for technical requirements.	
		(3.2.7)Gazetteer	Completed	
		(3.2.8)Digital Forensics	Digital Evidence Transfer Service (DETS). It has been proposed that West Mercia becomes one of the early adopters of the DETS system, to enable sharing of wider digital evidence with criminal justice partners. We are engaged with the national project and will identify costs and benefits to begin the project process in late summer	
3.3	Ensuring the force has fit for purpose buildings and contact points which best meet the needs of local communities and the organisation. (Cross reference 3.4)	(3.3.1) Estates Programme	Estates Management Strategy adopted by AGG 11th April 2018 and Estates Delivery Plan presented. 2018/19 and 2019/20 Disposal Programmes in place. Masterplan for Hindlip being developed.	Property Board
		(3.3.2) Replacement of Shrewsbury Police Station	Operational Requirement Group (ORG) developing requirement specification for replacement facility. Partnership Organisations engaged regarding potential relocation sites. OPE funding being investigated.	
		(3.2.3) Replacement of Hereford Police Station	User requirements captured and factored into business case. Outline cost plan produced. Flood Risk Assessment being undertaken. Negotiations with County Council to commence imminently.	
3.4	Delivering the operational control centre programme on time and on budget to improve force resilience	Building of a new OCC	OCC Buildings & Technical Infrastructure: H&WFRS control are live in the new OCC. A resilient technical solution for 101 calls into the OCC, and connectivity between the network and the command and control system (SAFE), is not yet in place. The programme's estimate is that a resilient architecture solution could be available by mid May, allowing resilience testing to occur, leading to an assured go live date. Core Telephony: The rollout involves the replacement of 4500 of the Alliances' 6000 desktop phones, with the	IPCAC

			<p>details of where c1500 phones will not be replaced yet to be decided. The OCC Programme will retain the training aspect of the roll out, and will work with the new project manager to ensure the benefits of the new functionality are understood and exploited. Training courses are under way with identified SPOCS, and learning cascaded across departments and policing areas. Training will be supported by user guides that can be accessed on the intranet.</p> <p>SAAB SAFE: The team continue to work to ensure common operating procedures across both OCC buildings, and to produce a comprehensive training package for all OCC Officers and Staff.</p> <p>Preparation for Go Live: A series of workshops have been set up to look at the practicalities of go live, and assess the most appropriate sequencing.</p>	
3.5	Making sure the force has the right contact channels for the public and that it provides the right response every time.	Development and implementation of the channel shift programme which will support a wider range of ways to interface with the force: online payments; web chat; self-service etc	Refer to 1.2 and 2.1.2	
3.6	<ul style="list-style-type: none"> • Understanding, investing in and developing the force's officers, staff and volunteers to make sure they are reaching their full potential • Properly investing in the workforce and developing staff 	<p>The People Strategy provides the strategic direction for the organisation with regard to organisational development, leadership development and learning.</p> <p>Activity in Support of the People Strategy includes:</p> <ul style="list-style-type: none"> >A Talent Management Programme has been developed and is to be implemented. >A Strategic Training Panel provides oversight of the L&D training programme to ensure organisational training needs are identified. >PDR process 	Analysis has been commissioned to assist in understanding the demand profile for abstractions and training requirements. This will used to develop an evidence base as to whether there is a gap between policing demand and training demand.	
3.7	Ensuring a stable	The People Strategy provides the strategic	Strategic Diversity Group that was scheduled to take	Strategic

	workforce which better reflects the demographic make up of our communities	direction for the organisation with regard to its people.	place on 21.03.18 was cancelled therefore no papers or updates received. The next SDG meeting is scheduled for 27th June.	Diversity Group
3.8	Increasing the number of special constables and police volunteers	(1) Develop a marketing and communications strategy (2) Ensure a streamlined recruitment and training process (3) Improve recruitment and retention	Refer to D5.1	Citizens in Policing Steering Group
3.9	<ul style="list-style-type: none"> Delivering a modern, effective and adaptable support function which responds to the needs of our service and community Aspire to a market leading support service for policing. Refer to 3.1 - 3.8		Refer to 3.1 - 3.8	
3.10	Working alongside public and third sector partners so that together they deliver a safer West Mercia. Refer to 2.2-2.6.		Refer to 2.2-2.6	

PART B: Police and Crime Commissioner's Commitments				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
C1	Work with		Refer to 3.1	

	Warwickshire's Police and Crime Commissioner to provide governance and oversight of all the modernisation programmes across the alliance Refer to 3.1			
C2	Support the health and wellbeing agenda within the alliance	(C2.1) Ongoing scrutiny of staff and officer sickness levels. (2) Review of annual staff survey	<p>1) Quarterly increase in sickness was driven by a spike in January (driven by considerable increase in sickness related to flu). Volumes have since reduced (although staff sickness remains above rates seen in the previous financial year). Update given at April Health and Wellbeing board in respect of analytical product being produced. In West Mercia this will focus on staff sickness (sig. increases). This work has just begun and will look at ST/LT, geography and business functions. ASI / People Services are also exploring qualitative data gathering exercises following this. West Mercia were not picked as a test site for the National Police Wellbeing Service however continue to feed into the work being undertaken.</p> <p>2) Staff survey results due to be shared with Chief Officers and PCC/CEO at COM on 15th May 2018.</p>	Holding to Account, AGG, Performance reports, Health & Wellbeing Board
		(C2.2) Develop and launch the Behind the Badge Campaign to highlight violence against officers and staff	A press release was issued tying in with the national Protect the Protectors campaign and the Emergency Services Workers Bill. This got some local interest and the campaign was mentioned in parliament tying in with this work. This led to some follow up social media posts. In the coming weeks we will look at recent stats for more publicity, re explore options for internal publicity within the force and look to extend the campaign to include fire fighters and staff.	

C3	<ul style="list-style-type: none"> • Give leadership to the force and partners in forging new collaborations to deliver efficient and improved public services • Join up services and commissioning with partners where there are operational and financial benefits 	(C3.1) Fire and Rescue Service Business Case	<p>Formal confirmation of approval of business case announced by Home Secretary 26th March. Draft Statutory Instrument and Transfer Schemes are agreed, and a new Corporate Governance Framework is nearing completion.</p> <p>Awaiting confirmation of transfer date from Home Office and laying of Statutory Instrument. Date for this now unknown due to a judicial review.</p>	Regular reports to Police and Crime Commissioner and Chairs of FRA
C4	Jointly monitor the National Specialist Capabilities Programme and respond to any changes arising from it		The Specialist Capabilities programme continues to evolve slowly. Proposals for funding arrangements for specialist capabilities were incomplete and the Programme team is being challenged on their thinking.	

Reassuring West Mercia's communities

Policing element:

Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
4.1	Ensuring the Police Code of Ethics is embedded within the force's culture, and is adhered to	Regular communications on vision and values; website pages. Head of Professional Standards emails out regular ethical dilemmas, learning and outcomes from PSD	<p>Dip sampling visits with TIE committee members (including briefings from PSD) are ongoing.</p> <p>DPCC and NN attended a meeting with PSD to be briefed on the new internal structure and to enhance the DPCCs understanding of the different teams.</p> <p>Ongoing performance monitoring of key performance indicators which are reviewed at quarterly meetings. DPCC / NN to attend performance meeting on 12th June to discuss end of year performance stats published by the IOPC. The meeting also provides the</p>	<p>>Monthly Holding to account meeting;</p> <p>>TIE Committee;</p> <p>>Dip Sampling of Police Complaints;</p> <p>>Civil Claims monitoring</p> <p>>PSD Performance meetings</p>

			<p>opportunity to discuss progress around HMICFRS recommendations and any emerging issues.</p> <p>The IOPC stats show improved performance in the latter 2 quarters compared to Q1/2. Force performance is generally in line / better than MSG / national averages.</p>	
4.2	Delivering new online platforms for communicating and engaging with the public and partners, alongside traditional and existing methods.		Refer to 3.5, 1.2 & 2.1.2	
4.3	Proactively publishing information to demonstrate the force is working ethically, and enable good governance	Ongoing. The force website is kept up to date with relevant information	<p>Around 20 public comments were issued in the last month, on issues including ICV recruitment, commissioning projects and the new policing model.</p> <p>New engagement projects were also launched and publicised - the Town and Parish Council survey and the new confidence survey.</p> <p>The PCC's 2 year anniversary was also publicised on social media with a series of videos outlining key achievements since he took office.</p>	Improve Public Contact & Comms Programme Board
4.4	Engaging with the public and acting on their concerns locally Making sure people get an individual response based on their specific needs, and they understand the service they can	Development of a Contact Management Strategy which sets out the service standards the public can expect to receive when having contact with the alliance	<p>Implementation has been delayed, primarily due to hold ups within the force.</p> <p>It has taken far longer than predicted to achieve sign off from ICT and information security. Assurances were given in mid March that only a few minor points were outstanding, but despite multiple chases there has been no update forthcoming.</p>	

	expect to receive Work with local people and partners to give visible reassurance on frontline neighbourhood policing.		The company involved is ready to begin implementation, as is the OPCC. The matter is now with the OPCC CEO as well. There is no credible reason that the system should not be with the OPCC before the end of April.	
4.5	Ensuring the force is visible and accessible both in communities and online.		Refer to 3.5, 1.2 & 2.1.2	
4.6	Making sure all communities, individuals and staff are treated equally, fairly and respectfully by the force	The equality and diversity work programme seeks to develop and deliver the force equality objectives. There are 3 objective areas: operational; organisational and people and culture. The force has active Independent Advisory Groups (IAGs) in place; geographic and thematic who offer impartial advice to the force	Strategic Diversity Group that was scheduled to take place on 21.03.18 was cancelled therefore no papers or updates received. The next SDG meeting is scheduled for 27th June.	>Strategic Diversity Group >Strategic IAG
4.7	Ensuring West Mercia Police complies with the Best Use of Stop and Search Scheme	West Mercia Police was suspended from the national Best Use of Stop and Search Scheme (BUSS) in February 2016 for noncompliance. A small team was established to address the causes of noncompliance and to bring about change within the alliance to ensure future compliance. In addition Northamptonshire Police undertook a peer review. The following changes were identified in order to become compliant: recording and publishing outcomes, introducing Ride Along scheme and strengthening the involvement of communities with community triggers. HMIC undertook a re-inspection in August 2016	The latest data shows that from 1 April 2017 to 28 Feb 2018 there have been 4184 stop searches. Of these 35.5% have resulted in a positive outcome. This compares favourably to the latest national data for 16/17 when the positive outcome rate was 28.8%. Drugs related searches account for 61.1% of searches. The Stop and Search Sgt is now working with IT to develop a system to enable officers to link the grounds for a stop search to a force priorities and control strategy on the records. This was an area for improvement highlighted in the most recent HMICFRS PEEL Legitimacy inspection report. Another area highlighted by HMICFRS was ensuring	>Stop and Search Strategic Group. >Strategic Diversity Group

			<p>that sufficient grounds are recorded for stop searches. The Sgt and SPOC on LPA's are now dip sampling on a monthly basis to identify records where grounds are insufficient, so that they can provide advice and support to officers and supervisors.</p> <p>Other HMICFRS related actions are ongoing and an update is required for the next Legitimacy Core group meeting in April.</p> <p>Moving forward consideration is being given to expand the remit of the Stop and Search Strategic Group to include oversight of use of force data.</p>	
4.8	<p>Working with partners to improve prevention and understanding of cybercrime, ensuring the strategy is fully implemented and emerging threats are tackled</p>	<p>Cybercrime is a strategic priority for the force and is identified as a national risk in the Home Secretary's Strategic Policing Requirement (SPR). A revised Cyber Crime Strategy for the alliance sets out the approach to cyber. This is supported by a draft delivery plan. Work is ongoing to create a tactical partnership delivery group to support the strategy and to build and strengthen partnership opportunities.</p> <p>A programme of mandatory online cyber training packages has been developed to raise awareness and understanding amongst officers and staff. Work is ongoing to develop training for Victim Support Staff which is scheduled to be implemented in Spring 2017.</p> <p>The Business, Rural and Cyber Crime (BRC) coordinators provide support to the cyber strategy through awareness raising and cyber-crime prevention advice to communities, businesses etc. There is a rolling corporate communications plan, #BeCyberSmart, which supports and promotes structured communication campaigns across the</p>	<p>The next strategic cyber governance group meeting has been postponed until the end of April and will now take place a week before the next West Mercia Tactical Group. The latter met for the first time since May 2017 in January. The Deputy PCC is the Chair of the Group which will now be administered by the PCC's office.</p> <p>Members of the tactical group have been asked to provide details of their current activities around cyber security so that an action plan for West Mercia can be developed based on the 4 P's principle.</p>	<p>>Briefings >Cybercrime strategic governance group</p>

		alliance.		
4.9	Making sure voices and priorities are heard and acted on from within our rural communities, via the Rural Matters plan to ensure their specific needs are addressed	The alliance tactical plan (Rural Matters) sets out 7 key strands of activity in support of the force approach to rural matters. The local policing superintendent for Herefordshire holds the alliance portfolio for rural and business and oversees delivery against the tactical plan. There a number of Rural, Business and Cyber (BRC) Coordinator and other support posts across West Mercia, supported by PCC funding, to provide local delivery in support of the tactical plan.	The Rural and Business officers are developing their work programmes and building links with farming communities etc.	>Briefings >Quarterly tactical meetings >Update reports on PCC funded initiatives
4.10	Working with businesses and partners through the Business Matters plan to ensure business crime is addressed effectively	The alliance tactical plan (Business Matters) sets out 7 key strands of activity in support of the force approach to business matters. The local policing superintendent for Herefordshire holds the alliance portfolio for rural and business and oversees delivery against the tactical plan. There a number of Rural, Business and Cyber (BRC) Coordinator and other support posts across West Mercia, supported by PCC funding, to provide local delivery in support of the tactical plan. The BRC teams have continued with locally tailored support across all 7 strands of the initiative.	The Rural and Business Officers have continued to develop their work programmes and are meeting and working with a range of community groups, farming communities etc. Unfortunately the Telford officer is off on long term sick and steps have been put in place by the local policing team to continue the work, concentrating on the business communities in Telford.	

Police and Crime Commissioner's Commitments:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
D.1	Make sure police follow custody rules and treat detainees safely and fairly, via an Independent Custody Visitor	(1)Recruitment and continuous training of the volunteer workforce. (2)Attendance at ICV local panel meetings. (3) Development and implementation of the electronic custody recording database across the alliance.	A recruitment process is underway to increase the number of volunteers on each of the panels. The coordinator has trained the Shropshire volunteers on the use of the electronic database and will shortly begin rolling this out in Worcester.	Attendance at the strategic custody users forum (SCUF) and the Custody Users Group

	Scheme	(4) Providing data to & working closely with the Independent Custody Visitors Association (ICVA). (5) Attendance at national events concerning custody visiting (6) Publish an annual report (7) MOU for each ICV	Planning has begun for the next regional ICV conference which is being held at Hindlip in September	(CIG) by Warwickshire OPCC
D.2	Develop and publish a Communications and Engagement strategy, setting out how I will actively engage with communities and monitor performance	Develop, publish and implement a new Communications and Engagement Strategy, supported by a strategy delivery plan. Refer to the Communication and Engagement Delivery Plan for all related activity	Monitoring has been carried out against the strategy with no areas of significant concern. Engagement officers will be tasked with prioritising engagement with under-represented groups in the coming months. The situation will be monitored regarding fire governance around any potential updates needed to the strategy document, as well as necessary and appropriate engagement activity.	Monitoring of Strategy delivery plan on a quarterly basis
D.3	Launch a new Commissioner's Ambassador scheme to deliver more engagements, relationships and local links across our communities	(D3.1) Commissioner's Ambassador Scheme: (1) Design and establish a new Ambassador programme. (2) Recruit ambassadors (3) Identification of engagement appropriate for CA engagement (4) Identification of priority demographic and geographic communities (5) CAs to provide written feedback on all engagements (6) Provision of central support and materials etc to ensure CAs represent the ambassador appropriately.	The CAs have still be engaging with various different community groups. They have now started using the new CA/Supt funding which allows them to fund community initiatives and groups that they both support. Now we are in the summer months, they have been attending more community events and engaging with partners such as fire.	Monitoring of CA programme
		(D3.2) Ambassador Grant Scheme: (1) £40k allocated for CA identified projects (2) Development of grant scheme and associated processes (3) Ongoing monitoring of grant scheme	The CAs are making full use of the grant scheme. All of them have embraced the opportunity to work with their respective Supts and have identified a number of projects and initiatives they can fund. After only a short time of being open, the majority of the CAs have made a considerable dent in their pots through providing financial support to their chosen recipients.	
D.4	Ensure that the police and partner organisations are active and effective in tackling the issues	(D4.1) PCC Confidence and satisfaction survey: (1) Explore shared opportunities with other PCC offices (2) Design a contact specification (3) Procurement exercise to identify suitable service provider (4) Subject to securing a provider, introduce a	Following a pilot exercise by the service provider the survey went live in April. Results for the first quarter will be available in July.	Delivery plan monitoring

	that are important to our communities	confidence and satisfaction survey across West Mercia		
		(D4.2) Environmental Scanning via: (1) Daily media monitoring (2) Social media monitoring (2) Monitoring of Ambassador feedback (3) Monitoring of correspondence log (4) Formal consolation responses	Regular environmental scanning takes place and is fed back to the PCC/DPCC as appropriate, this includes updates from DMMs, daily media summaries, social media scanning, weekly analysis of performance figures. Work is ongoing to build on this, building relationships within policing and analysis of tactical briefings	Delivery plan monitoring
		(D4.3) Responding to key / strategic public and other consultations, seeking to influence outcomes that support the Safer West Mercia Plan	The PCC continues to respond to relevant public consultations. In the last quarter this has included responding to HMICFRS on their proposed inspection programmes for both the police and fire service.	Consultation plan
D.5	Involve, engage and empower communities in the delivery of my plan through more opportunities for active citizenship and volunteering	(D5.1) Regular, consistent and targeted communications messages highlighting the difference communities can make and the opportunities available	A press release, video and social media piece was produced to promote the work of the specials. There was also further communications and engagement following an incident in which a special was injured. Some grant funding has been provided to increase diversity within volunteers, and this is being progressed with the force	Delivering plan monitoring
		(D5.2) Support West Mercia's Police Cadets, Citizens' Academies and police Support Volunteer Scheme: (1) Attend, monitor and influence the alliance Citizens in Policing meetings (2) Funding for Police cadets scheme		Citizens in Policing Steering Group
D.6	Be open and transparent in all the decisions and appointments I make and in the way I hold the Chief Constable to account	((D6.1) (1) Monitoring of website for compliance and timeliness. (2) Monitor compliance with statutory publication regulations. (3) Publish relevant paperwork from meetings (3) Publish an online decisions log. (4) All appointments are advertised on the PCC's website, via relevant recruitments sites and internally. (5) Ensure all correspondence is logged and responded to in a timely fashion (6	The website is audited on a regular basis to ensure compliance. Changes were made to the website in advance of GDPR coming into effect in May	Website management plan
		(D6.2) (1) Complete annual review of the Corporate Governance Framework (2) Complete annual review of the Treasury Management Framework	(1) and (2) Completed August 2017	JAC
D.7	Work with the police to publish information	The Force and PCC's office have developed an agreed process for managing and responding to	The HMICFRS Effectiveness report was issued in March 2018. Work is ongoing to progress the areas	

	arising from recommendations in HMIC or other strategic reports	HMIC inspections from the initial notification of an inspection through to the publication of the resulting inspection report and ongoing scrutiny of any subsequent improvement plan. Media and communications teams from both the force and PCC's office are responsible for publishing media statements and managing any media interest following the publication of a HMIC or other statutory report.	for improvement and recommendations set out in this report. The force have developed an action plan, a specific serious and organised crime action plan and an improvement plan to support this. The PCC has responded to the Home Secretary and published this response.	
D8	Work with local people and partners to give visible reassurance on frontline neighbourhood policing (Joint PCC / CC commitment) Refer to D2 and D5		Refer to D2 and D5	
D9	Work with the force to explore, develop and implement new complaints processes in response to Policing and Crime Act 2017 changes.	The PCCs office has started collating information from other PCCs who have already established a triage service for complaints. This information will be used to support conversations with the force/Warwickshire OPCC and to potentially develop a business case for a similar model in West Mercia/Alliance.	Business case for triage has been signed off at Exec board. However discussions regarding location/management of the team is still being discussed by Chief Officers. NN to request an update from PSD Supt.	

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

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

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