

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

PUTTING VICTIMS AND SURVIVORS FIRST			
No	SWP Commitment	Supporting activity	Summary on progress to June 2020
A1	Making sure officers and staff have the skills to properly support victims and survivors and do so wherever necessary	Refer to C7	
A2	<ul style="list-style-type: none"> • Develop strategies based on evidence to support the delivery of my key aims and objectives, and ensure the commitments I set out in these strategies are followed through with activity • Make sure victims get effective services, enabling 	(A2.1) Develop and implement a Victims' and Witnesses strategy, supported by a comprehensive delivery plan	<p>Currently drafting an overarching PCC Victim Strategy. The development has been delayed due to Covid-19 as we are waiting on a couple of Need Assessments.</p> <p>Developed and implemented a new DA strategy aimed at reducing harm, while helping victims cope and recover.</p> <p>Performance currently monitored via victim satisfaction surveys and outcome frameworks. West Mercia's victim satisfaction rates are currently at 85%, which is the highest level since March 2018.</p>

	them to cope and recover and reduce their chances of re-victimisation	<p>(A2.2) Review the PCC's existing commissioning strategy to ensure it is fit for purpose for the PCC extended term and publish the revise strategy</p>	<p>The 2016-2020 commissioning strategy is currently being revised to account for the additional PCC year and will be refreshed to include up to end of March 2021. This will be issued some point during August 2020. In terms of future strategy, this is also in development and this will be launched Autumn 2020 (October time). this strategy will focus on the 21/22 year, put also provide an oversight up to the end of the next PCC term (2025).</p>
		<p>(A2.3)Develop and implement a domestic abuse strategy, supported by a comprehensive delivery plan</p>	<p>The consultation for the domestic abuse strategy closed at end of May 2020. We have since been collating the responses and working through the responses in relation to the strategy to identify where we might want to make any changes. We have also put all of the actions in the strategy into a delivery plan and reviewed them all to identify if they are still to be included in the final strategy document.</p>
A3	Bring together and help lead a new Victims Board to ensure better results and consistency	<p>(A3.1)Work with partners to redesign the Victims board to ensure there is a clear focus on reducing revictimisation.</p>	<p>Reviewing terms of reference, membership and outcomes in order to deliver objectives across West Mercia. Review linked to the development of a new Victims' strategy. The strategy will clearly outline the need to reduce revictimisation. The VB currently reviews revictimisation data and when necessary will direct resources and activity to address concerns.</p>
		<p>(A3.2)Work with partners to:</p> <ul style="list-style-type: none"> • Create an internal audit and inspection regime to evidence compliance with the Victims' Code of Practice • Create a performance framework designed to improve victim and witness services. 	<p>Monitoring framework in place with semi-annual reports submitted to the MoJ.</p> <p>Victim satisfaction, referral and support performance frameworks in place. Task and finish group being set up to refine framework to support the Victims' Board.</p>

A4	Complete victims' needs assessments to inform future commissioning intentions with a focus on victim, offenders and early intervention.	A series of thematic needs assessments have been commissioned. Once complete the findings will be used along with the refreshed commissioning strategy to review existing provision and identify gaps in service provision.	The Commissioning officer has been working with TONIC to complete needs assessment in a range of thematic areas. The sexual violence and domestic abuse ones have now been completed. The remaining 7 high level summaries on stalking, SOC, hate crime, cyber, roads, MSHT will be completed by the end of July 2020.
A5	<ul style="list-style-type: none"> • Ensure the victim voice is at the heart of all activity in relation to my role • Actively seek to engage with victims in the development of service provision 	(A5.1) Develop and implement a local delivery plan in support of the NHS England national sexual assault and abuse strategy	Much of the work around this has currently been put on hold due to COVID. Discussions are ongoing with the consultant Kevin Vanterpool and Supt Damian Pettit to determine where the oversight and governance of the delivery plan will sit.
		(A5.2) West Mercia Rape Review – looking into feasibility of replicating the London Rape Review where rape cases are tracked throughout the whole victim journey.	Ongoing - still meeting with the university and the force around the exact data required
A6	Work with partners and service providers to co-locate and provide a coherent and coordinated multi-agency response to victims	(A6.1) Work closely with Victim Support and the Victims Advice Line (VAL) service to ensure seamless service delivery, including contract and performance monitoring	Performance reporting templates have now been developed for both VAL and Victim Support which align with each other, allowing us to identify how the two services are performing. We are also now having regular (at least quarterly) contract review meetings with both providers to assess and review performance. We are also working on some co-location opportunities for VS staff to sit within the VAL to further improve service delivery. The performance reporting templates will be reviewed during Q1 and Q2.

	<p>(A6.2) Review VAL and Victim Support provision and develop long term plan in relation to development of these 2 services in line with other commissioned services</p>	<p>Early discussions are taking place as well as a 12 month review of the two services. Current VS contract ends on 31/03/2022. Development plan for VAL is currently being drafted and discussed with Head of Victim Services and CR.</p>
	<p>(A6.3) Work with National Health England to re-commission the CYP SARC service</p>	<p>Due to the current pandemic, the CYP SARC contract has been extended to end of Jan 2022 so the process for re-commissioning the service will now begin sometime during 2021. In the meantime, the existing contract will be monitored through the NHSE regional sexual assault services steering group meetings which the PCC is represented on.</p>
	<p>(A6.4) Use additional MoJ funding to create new domestic abuse co-ordinator roles within the Victim Support contract, one of which will be co-located within the VAL</p>	<p>Funding from MoJ has been successful and the PCC was notified of this in June 2020. Victim Support are now seeking to recruit to these roles and hope to have them implemented by end of September 2020.</p>
	<p>(A6.5) Work with Head of Victim Services to develop funding proposal for NHS England additional funding to implement the provision of a specialist sexual violence co-ordinator, to be co-located/employed by VAL, working with VAL and specialist service providers</p>	<p>The Commissioning Manager and the Head of Victim Services have drafted a proposal for NHSE to consider. This is currently awaiting feedback from the Head of Victim Services. It is intended that this bid will be submitted during July 2020.</p>

		(A6.6) Recommission the ISVA service	The commissioning officer is currently writing the draft service specification, with the timeline focusing on having all documents finalised by the end of August and going out to Tender in September. Start of service will be April 2021.
		(A6.7) Commission a service to support victims of child sexual exploitation	
A7	<ul style="list-style-type: none"> • Work with government to further enhance services for victims and witnesses locally • Use my role as PCC to influence the legislative agenda to secure sufficient funding for victim services 	(A7.1) Engaged in national work via APCC and MoJ	The Commissioning Manager participates in fortnightly meetings with the APCC victims group, which is attended by Home Office representatives, MoJ representatives and other PCC commissioning leads. Since the start of 2020, the PCC has secured over £750,000 of additional funding from government for victim services up to end of March 2022. Over £500,000 of this funding was awarded for 20/21.
		(A7.2) Lobbying activity seeking to promote amendment in the DA Bill around the rough sex defence	Action completed June 2020

		<p>(A7.3) Work with Citizen's Advice Witness Service to improve victim and witness experience in the Courts.</p>	<p>Currently all jury trials are suspended. Limited trials are taking place across West Mercia. The Witness Service is offering remote outreach support when required. Performance has been affected by Covid-19. Witness Service providing fortnightly updates.</p>
		<p>(A7.4) Work with MoJ, Home Office and Drive partnership to influence decisions around the £10m of perpetrator funding proposed by government in May 2020 and to champion the introduction of a domestic abuse perpetrator strategy</p>	<p>The Commissioning team have participated in multiple conversations with representatives from APCC, Home Office, Drive partnership and other PCC commissioners to put forward suggestions and feedback relating to how this funding might be allocated. In addition to this, the Commissioning Manager has sought views and fed back comments from victim service providers about the allocations. We are currently awaiting a Home Office announcement of how the fund will be accessed which is expected sometime during July/August 2020.</p>
A8	Support the appropriate use of restorative justice	<ul style="list-style-type: none"> • Review existing services to ensure they are effectively delivering RJ across West Mercia • Hold regular contract management meetings with service provider • Work with partners to ensure referral pathways are working 	<p>RJ was covered in the Q4 performance review meeting with Victim Support which took place in February and May 2020 and will also feature on future agendas. Victim Support have made good progress in conducting multiple RJ awareness sessions to a variety of partners and stakeholders via Zoom during the lockdown and feedback from these sessions has been positive. In addition to this, referrals for the RJ service have seen increases over the last 2 quarters.</p>

BUILDING A MORE SECURE WEST MERCIA			
No	SWP Commitment	Supporting activity:	Summary on progress to June 2020
B1	<ul style="list-style-type: none"> • Making sure the police provide the right response to incidents at the right time Incorporating the following Reassure commitments (D4) • Delivering new online platforms for communicating and engaging with the public and partners, alongside traditional and existing methods • Ensuring the force is visible and accessible both in communities and online and is engaging with the public and acting on their concerns locally 	(B1.1) Improving and sustaining the performance of the Operations Communications Centre (OCC) Cross reference to D4	<p>999- At the end of Q4 of 19/20, 92% of emergency calls were answered within 10 seconds and the abandonment rate stood at 1.1%. This abandonment rate is higher than projected for this time of the year.</p> <p>101- At the end of Q4, 78% of calls were answered within 30 seconds, this is lower than the expected standard but the volume of calls answered within the time frame has been on an increasing trend lately. The abandonment rate is in line with the projected level and stood at 11% quarter end.</p> <p>The next performance update is due mid July 2020.</p>
		(B1.2) Response time to incidents	Response time data has historically derived from OIS, however, as the force have recently moved to SAAB this data is unavailable. The force are working on creating a new search access and format to get the data from the system and this will form part of the new Performance Management Framework. It is hoped the data will be available in August.
B2	<p>Ensuring officers and staff effectively identify and support people with vulnerabilities, understanding and managing associated risks</p> <ul style="list-style-type: none"> • Proactively finding the causes of crime so threats are identified and targeted 	(B2.1) Problem Solving Hubs: to include implementation of the Rural Matters and Business Matters Plans (D7)	<p>A problem solving hub has been established in each local policing area (LPA). Within each hub are a range of officers and staff covering a range of functions including licensing, youth engagement and MISPER prevention. Resources provided by the PCC to address rural and business crime are also centred in the hubs, namely the five Rural and Business Officers (RABOs) and two PC's per hub in place to address rural and business crime and We Don't Buy Crime.</p> <p>A performance framework has been developed for the hubs to monitor performance and outcomes. The framework has been developed in consultation with the PCCs office. The framework will provide the PCC with oversight of the progress and outcomes made by the</p>

<p>before they escalate</p> <ul style="list-style-type: none"> • Using an effective problem solving approach, working with partners and local communities to prevent, solve and reduce crime and anti social behaviour • Ensure local partnership <p>Joint Action Groups address serious and organised crimes in their areas</p>		<p>RABOs and dedicated PCs in supporting the objectives set out in the Safer West Mercia Plan and the PCCs Rural Crime Strategy, as well as achieving compliance with commissioning requirements. The framework was implemented in June 2020.</p>
	<p>(B2.2) Ensure the NPCC Mental Health Strategy is implemented locally</p>	<p>Gold group set up to review and deliver outcomes within West Mercia Police. Work steam being led by ACC Wessel. Next meeting scheduled for the 8th of July.</p>
	<p>(B2.3) Ensure the Force implements its SOC strategy</p>	<p>The West Mercia SOC Strategy Delivery Board was established in July 2019 (superseding the previous Alliance Effectiveness Core Group). The board meets monthly and is chaired by the Supt. lead for SOC. The aim of the meeting is to ensure the force implements its SOC strategy. The PCC's policy lead for SOC attends the meeting to enable oversight and scrutiny, as well as to provide updates on the PCC's SOC strategy. Updates from this meeting are also provided to the PCC to inform his quarterly meeting with the local and regional SOC leads. The focus to June 2020 has been to further develop and refine the delivery plan that the force uses to monitor progress against the strategy. There have been significant improvements to the plan over the last quarter. Going forward this plan will be updated by force leads across the 4Ps and used to hold the force to account.</p>

		(B2.4) Ensure SOCJAGS are addressing SOC in their areas	All 5 LPAs have effective SOCJAGs. During the Covid-19 crisis some of the meetings were cancelled, but local tasking work designed to reduce harm and disrupt activity was still carried out through the MATES framework. Over the last quarter there were some successful arrests linked to County Lines activity.
B3	Develop strategies based on evidence to support the delivery of my key aims and objectives, and ensure the commitments I set out in these strategies are followed through with activity	(B3.1) Develop and implement a Serious and Organised Crime Strategy, supported by a comprehensive delivery plan	The PCC's SOC strategy was published in September 2019. The recommendations from the strategy have been captured in a comprehensive delivery plan. The delivery plan provides a detailed overview of PCC-led activity in relation to SOC, and enables monitoring of progress against each strategy recommendation. The delivery plan was finalised in January 2020. Updates are provided by PCC teams on a quarterly basis. To date, the plan covers the period to the end of March 2020. The updates from the plan are used to produce a quarterly SOC summary document for the PCC. The most recent summary document was circulated to key stakeholders ahead of the quarterly local PCC SOC update meeting and Regional Governance Group (RGG) in April 2020. The next delivery plan update is due 03/07/2020 and the summary report due by 13/07/2020.
		(B3.2) Developing and implementing a Road Safety Strategy to work with partners to coordinate activity, responds to community concerns and reduce deaths and serious injuries on our roads	Following a consultation period that closed 15th May the Road Safety Strategy, the responses are now being analysed to determine any final changes to make to the Strategy. The consultation survey received 137 online responses and a further 4 responses were received via email. The majority of respondents (61) were from Shropshire and were from members of the public.

B4	Ensuring the West Mercia Road Safety Team works with partners and local communities to improve road safety, using practical, evidence led approaches to enforcement and education, reducing the number of deaths and serious injuries	(B4.1) 'PCC's Safer Roads Fund	A telephone call needs to be arranged with Charity to identify if there are any force activities/projects which may require funding. Also once we have the results of the Needs Assessment we will be creating a proposal document for the next grant round. Unknown timescales at the moment
		(B4.2) Morse project	A meeting is arranged with Morse for 21 July to discuss the Q1 monitoring reports and obtain an update on the external review which they are undertaking.
B5	Ensure partners work together to provide efficient and effective support to victims and use early intervention to prevent victimisation.	(B5.1) DRIVE programme development	Currently out to quotation tender for a consultant to look into the feasibility of rolling drive out in other areas of WM.
		(B5.2) We Don't Buy Crime (WDBC)	There continues to be a healthy uptake of the project and following the agreement to purchase additional Smart water kits the roll out of these is now taking place to communities. Funding into 2021 has been confirmed by the PCC ensuring longer term continuity and efficiency.

		(B5.3) West Mercia Diversionary Network (WMDN)	CLIMB has now been live since 11th May 2020. There are quarterly meetings between OPCC and The Childrens' Society to monitor performance in terms of both output and outcomes. MR has made a pan West Mercia offer to brief all front line practitioners. As of 22nd June 8 inputs have been completed and a further 6 booked into July. The launch event for the service has had to be cancelled due to COVID but plans are being implemented to hold a smaller event in each of the 5 LA areas to capture feedback of how the service is embedding in each area.
		(B5.4) Drug intervention provider (DIP) custody review	Monitoring being reviewed in order to ensure effective delivery. Worcestershire contract implemented and is live. Intending to work with other LPA's to streamline the monitoring so we are able to make comparisons across WM.
B6	<ul style="list-style-type: none"> • 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 	(B6.1) Review of performance monitoring arrangements for the Force funded projects	A dashboard which will contain the RABO's monitoring reports has been created by Ram Aston. Once the dashboard has been finalised the OPCC will have access to in order to review the content. The Commissioning team are still awaiting log-in/access details.
		(B6.2) Review of CSP funding provision	All CSPs have been advised of their funding provision for 2020/21. South Worcestershire have allocated funding for 1 project so far (Dawn Project); Telford have allocated funding for a CCTV Watch Co-ordinator and Shropshire have allocated funding for an Anti-Social Behaviour Co-Ordination Officer. North Worcestershire and Herefordshire will be delivering a funding plan hopefully in the next week or two. In terms of CCTV then each area has been granted £65K for this financial year.

B7	Work with partners to increase the proportion of hate crimes reported to the police		
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REFORMING WEST MERCIA			
No	SWP Commitment:	Supporting activity:	Summary on progress to June 2020
C1	<ul style="list-style-type: none"> Ensuring the force transformation programmes delivers an effective and adaptable service which responds to the needs of our communities and the organisation Deliver service improvements and in doing so maximise the benefit to our communities in reducing crime and the causes of crime 	Development and implementation of the transformation programme	Demand for Digital Services has significantly increased. Establishment of weekly demand prioritisation reviews with resource planning mitigates this, and a change "cool" has been introduced whereby minimal new projects are introduced. The network must be stabilised and decommissioned before August 2020 to avoid significant additional costs and risks. Over 100 Key Applications are planned to be moved before this date to facilitate this. The Transitioning of applications and services to the new architecture by March 2021 will be coordinated (across both forces) to avoid unnecessary downtime, rework and delay. The original Alliance Transformation Programme has now ceased. This work is being undertaken jointly with Warwickshire under the new shared arrangements. As at 31st March 2020 projects were on target to achieve network stabilisation. A new West Mercia Business Planning cycle, overarching strategic approach (using the VMOST model) and ICT strategy have been developed which the PCC will hold the Force to account to. Force people, culture and leadership strategies are under development.

C2	Delivering new fit for purpose technology and making best use of it	(C2.1) Athena	<p>PND is now on automated daily updates. CCN for Connecting Athena to Connect has been approved. This will give visibility of W Mids Connect data when they are live.</p> <p>Athena Express is now not being delivered in v6.4. To be delivered as v6.5 in 2020. Athena Public Engagement element is deferred as a result.</p>
		(C2.2) ANPR	All 4 regional force areas have now agreed to fund the upgrade the ANPR cameras on the motorway network- this allows old technology to be brought up to date in anticipation of the National ANPR System rollout in 2020. See also C10.2
C3	Invest to save, so the force can be more adaptable and make best use of its resource	Ensure the force reviews its financial planning and internal control mechanisms	A CIPFA review of financial management capability has been received. Proposals for Leadership development, including financial management, are under consideration. Next steps include consideration of CIPFA recommendations; reviews of schemes of delegations and financial regulations; and implementation and communication of new arrangements
C4	Ensuring there is strategic planning for the future of policing in West Mercia including the development of coherent Force IT, fleet, people and estates strategies.	Ensure the Force revises its fleet strategy to take into account changes in technology	Proposals for a pilot of electric vehicles are under consideration. A 10 year strategy is in the early stages of development

C5	Aspire to a market leading support service for policing.	Reform of Services to Policing	Transformation activity has recommenced following cessation of the Alliance arrangements. The hosted service arrangement, providing transactional services to Warwickshire, has released the constraints imposed by the old collaboration arrangements. Development of a new business Operations Centre has commenced.
C6	Delivering the operational control centre programme on time and on budget to improve force resilience	Building of a new OCC	West Mercia are now the sole customer following Warwickshire's withdrawal. This is enabling far greater clarity, reduced complexity and therefore certainty of delivery. The new command and control system SaabSafe went live 2/7/20. Programme delivery is planned for full go live by August 2020.
C7	<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 	Ensure the Force develops and implements a Leadership strategy	<p>The majority of governance meetings related to workforce development have now been re-established, following the transition from the alliance. Workforce development is scrutinised and monitored through 3 People Delivery sub-boards that report into the People Strategy Board. The Strategic Training Panel (which used to determine strategic training priorities for the force) is currently being reviewed to ensure it is a productive forum. It is due to be re-established in June 2020. The STP will work with LPAs and portfolio leads, and assess training priorities against force priorities, resources and budgets.</p> <p>The Director of Business Services has shared a briefing document which sets out the latest thinking regarding leadership development and a proposed Leadership Development Programme for West Mercia Police. The PCC's office has had early sight of this document and provided feedback on the initial draft. The proposals will be reviewed and developed further via the Planning for the Future Meetings and the Chief Officer Planning day in July 2020.</p>

C8	<ul style="list-style-type: none"> Achieving the uplift in additional officers and ensuring the workforce better reflects the demographic make up of our communities Increasing the number of special constables and police volunteers, focusing on the contribution they make towards keeping communities safe (Refer to) 	Ensure the Force develops and implements a People Strategy	<p>The 3 sub-boards making up the People Delivery Board met at the start of May 2020. The Director of Business Services provided a very brief update on the development of the People Strategy which was still in draft. The strategy was informed by analysis of previous strategies and staff surveys. The strategy will focus on 6 key 'people' objectives which pick up on the common themes that have been raised by the workforce over the last 12-18 months. Achieving the 6 objectives should enable the force to realise a number of aspirations (including those related to diversity and inclusion). Whilst the People Strategy was not shared with the sub-boards, a draft version was submitted to the People Strategy Board chaired by the CC in June 2020 (attended by the DPCC). Once finalised, the strategy will be used to develop a number of action plans which will drive activity of the 3 sub-boards. An update on the strategy is anticipated at the end of July 2020.</p>
C9	Support the health and wellbeing agenda within the force	<p>Scrutiny of wellbeing initiatives, staff and officer sickness levels, accident and injury reports etc.</p> <ul style="list-style-type: none"> Review the findings of staff survey / engagement activity including the Durham survey, staff network surveys, Federation / Supt. Association surveys as published 	<p>The last Health, Safety and Wellbeing Board met at the start of May 2020. Accident, sickness and assaults on officers / staff data is reviewed as a standing agenda item.</p> <p>In 2019, there was an increasing trend in assaults against on duty personnel. Volumes were at their highest in Q3 and Q4 2020; and above volumes recorded in previous years. Further work is being undertaken by the force to understand if this increase is associated with increased numbers of student officers that have been recruited.</p> <p>A slight peak in absence related to psychological disorders was seen in Q4 2019/2020. This was the result of COVID-related stress and anxiety. Sickness in relation to COVID-19 has been monitored on a daily & weekly basis through a number of products and forums including the force's Gold group meetings, Sit Rep reports, the SPI weekly dashboard and national reporting requirements. Total absence rates across West Mercia have decreased considerably since the initial lockdown announcement.</p>
C10	<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 	(C10.1) Fire and Rescue Service Business Case	<p>The FRAs have been refused leave to appeal the outcome of the Judicial Review by the Court of Appeal. However, given the delays incurred as a result of the FRA's actions the Home Office have stated they will not lay the Statutory Instrument necessary for implementing the governance changes until after a revised business case has been produced and after the PCC elections in 2021.</p>

<p>where there are operational and financial benefits</p>	<p>(C10.2) Work with my counterparts in the West Midlands region to ensure there are robust governance arrangements surrounding the existing regional collaboration agreements which help to deliver the Strategic Policing Requirement (SPR).</p>	<p>Regional roads policing – Regional Strategic Ambition for Roads Policing in the region has currently been taken off the table whilst the 2+1+1 model establishes itself. RPO will continue to represent the PCC at quarterly regional operational meetings.</p> <p>A Driving Standards Policy has been agreed across all force areas. Roads Victims work with Devon and Cornwall OPCC is being explored. A national event is being planned for later this year to look at good practice and opportunities to do more for victims and families of RTCs.</p> <p>Regional financial investigation (FI) and Fraud – There is currently an ongoing ARIS Review, which may impact on the POCA money coming back into forces/PCC areas. This work will form part of the Spending Review but has been delayed due to ongoing Covid-19 pressures.</p> <p>Criminality in the prisons- Criminality in Prisons work is currently impacted by Covid-19. It was agreed with academics that 2 PhD students would provide assistance in interviewing prison staff and partner agencies to understand the impacts the recommendations had had on CiP. It is expected that this work will continue when access to staff is available.</p> <p>ROCU- ROCU finances were agreed on at RGG on February 7th. Home Office confirmed PTF funded capabilities will continue to be funded in 2020/21. There is some work developing around Cyber Resilience and this is currently being unpacked. RPO will continue to engage with ROCU and regional colleagues to understand the business case and impacts for PCCs and their local force areas.</p> <p>Police Aviation - The RPO continues to support the PCC in his role as the central region (East and West Midlands) representative on the National Police Air Service Strategic Board. The NPCC have completed a review into police aviation recommending a new delivery model which will see more responsibility for the tasking and control of the aircraft given to the region. Options for internal or external delivery of the fleet and the pilots are currently being considered. The NPAS Strategic Board will meet in June to approve the next steps in this work.</p> <p>Counter Terrorism – RPO continues to support the PCC in his scrutiny of CT related matters at RGG. In May, the region’s PCCs signed a section 22a collaboration agreement which brings the special branch functions of the regions forces together under the West Midlands CTU. PCCs will closely monitor the delivery of this agreement via the Regional Governance Group. A deep dive session is also being arranged to scrutinise the plans and efficiencies that the</p>
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<p>C11</p>	<ul style="list-style-type: none"> • Ensuring the force has fit for purpose buildings and contact points which best meet the needs of local communities and the organisation • Ensure my Strategic Estates Plan is used to drive effective activity, focus and investment in the police estate both now and into the future 	<p>(C11.1)Strategic Estate Remodelling Plan</p>	<p>A Strategic Estate Management Steering Group has been established, with Terms of Reference and the Estates Remodelling approach and progress made, being approved at the West Mercia Governance Board on 13th May 2020.</p> <p>The output from the Steering Group will be;</p> <ul style="list-style-type: none"> • To establish a baseline of how the Estate supports the operational policing function • Agree a rating system and rating for each premises • Identify suitable operational performance measures • Identify the optimal structure (shape size and layout) of the Estate • Redesign the existing Estate to reflect the preferred structure • Draft an asset management plan to deliver the redesigned Estate <p>The Steering Group convenes on 27th May 2020 to review the current Estate strategy and rationalisation progress to date, as well as seeking Chief Officer direction on a number of sites to include, but not be limited to, Bridgnorth, Tenbury Wells, Oswestry Police stations.</p> <p>A programme of Estate Remodelling ‘Workshops’ to engage West Mercia Business Support Teams and the service provider PPL, has also been set up with the first workshop planned for 8th June 2020.</p>

	<p>(C11.2)Replacement of Shrewsbury Police Station & Provision of Northern Hub</p>	<p>A preferred site location has now been confirmed by Chief Officers (north side of London Road, Shrewsbury by the junction of Emstrey Island). Initial discussions and negotiations on this location, to be had with Shropshire Council by end of June 2020. Business User Requirements have now been confirmed and are now being collated and merged into one summary document for review and sign off approval by Chief Officers. Partner requirements for the Northern Hub to be captured through OPE Project Group by mid July 2020.</p>
	<p>(C11.3)Replacement of Hereford Police Station</p>	<p>The scheme, which included to put all functions on the Holmer Road site as part of the co-location with HWFRS, have now been cancelled due to HWFRS withdrawing from the scheme.</p> <p>Two alternative Options have now been proposed;</p> <p>(1) Full refurbishment of the existing Police Station and sell the Holmer Road site (2) Build a new Police Station on Holmer Road and sell the existing Police Station</p> <p>Site meeting arranged with C/S Harding on 2nd June 2020.</p> <p>PPL & OPCC to review options and provide a recommendation to the PCC, CE and Chief Officers regarding the existing Police site and Holmer Road site by mid-June 2020.</p>

(C11.4)Replacement of Redditch Police Station

Project Working Group established – weekly meetings held between HWFRS, OPCC (Strategic Estate Manager) and PPL.

Ground Investigation (GI) Report has finally been received by both HWFRS and OPCC. This is being reviewed by HWFRS & PPL to determine suitability of site in respect of land contamination factors.

On-line meeting took place on 3rd April 2020 with Andy Champness and John Campion (OPCC), Nathan Travis (HWFRS) and Kevin Dicks (RBC) to discuss the new joint Police & Fire Station and next steps for the project.

The outcome of the meeting identified the requirement to understand the options around (1) Option A, the current proposal – a land swap to enable a new Joint Fire & Police building on the corner plot of the site and (2) Option B – the proposal for additional land adjacent to the current Fire Station, to enable a new joint Fire & Police building on the site of the current Fire Station.

HWFRS has been formally advised that the preferred Option selection, together with land ownership issue, t and an agreement in principle reached as to the way forward, must be provided by end of June 2020.

Otherwise, the PCC will be forced to withdraw from this scheme and investigate alternatives.

		<p>(C11.5)Review of Planned Programme of Works (Revenue & Minor Capital) 2020/21</p>	<p>The initial draft Planned Programme prepared by Place Partnership (PPL) exceeded the budget. Consideration therefore had to be given to reducing the number of schemes to bring it within budget.</p> <p>The PCC Strategic Estate Management function went through the programme line by line and made a judgement on the merits of each scheme.</p> <p>The governing thought was that we need to invest to achieve fitness for purpose.</p> <p>A revised Planned Programme approach and rationale was approved at the West Mercia Governance Board on 13th May 2020.</p> <p>The Planned Programme will delivered in phases, with phase one works being as follows;</p> <ul style="list-style-type: none"> • Redditch Police Station SNT & Patrol areas refurbishment – start date 1st June 2020 • Droitwich Police Station Crew Room & SNT areas refurbishment – start date 20th July 2020 • Evesham Police Station Control & Briefing Rooms refurbishment – start date 15th June 2020 • Defford Internal Security Improvements – provisional start date July 2020 • Bridgnorth Police Station Refurbishment of staff toilets & showers – Early stages of project. Site meeting planned for 2nd June. <p>Thereafter, scope, costs and timescales to be provided by PPL, by 31st June, to OPCC for review, approval and instruction</p> <p>Significant investment is being made in the following Minor Capital funded operational areas:</p> <ul style="list-style-type: none"> • Redditch Police Station Significant roof repairs / replacement – star date planned for 1st August 2020 • Bridgnorth Police Station Roof replacement Early stages of project. Site meeting planned for 2nd June. <p>Thereafter, scope, costs and timescales to be provided by PPL, by 31st June, to OPCC for review, approval and instruction</p>
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REASSURING WEST MERCIA'S COMMUNITIES			
No	SWP Commitment:	Supporting Activity:	Summary on progress to June 2020
D1	<ul style="list-style-type: none"> Ensuring the Police Code of Ethics is embedded within the force's culture, and is adhered to Making sure all communities, individuals and staff are treated equally, fairly and respectfully by the force Making sure people get an individual response based on their specific needs, and they understand the service they can expect to receive 	<p>(D1.1) • Monitoring PSD activity and performance via the Fairness, Policy and Standards Board and quarterly meetings between the DPCC - Head of PSD.</p> <ul style="list-style-type: none"> Scrutiny of PSD activity through West Mercia Joint Audit and Standards Committee. Considering learning nationally, regionally (e.g. IOPC lessons learned) and locally through the internal ethics committee. 	<p>The Q4 PSD Performance Meeting was cancelled due to COVID-19 restrictions. However, the performance document was still provided by PSD and reviewed by the Policy Lead for Standards and Ethics. A summary of key trends was provided to the DPCC. There were no significant performance concerns, however more detailed information regarding cases finalised > 300 days has been requested for the next meeting in July 2020.</p> <p>PSD data is also reviewed as a standing agenda item at the Fairness, Policy and Standards Board. The input into this meeting is still being refined based on feedback from attendees, and going forward will include key metrics such as timeliness of investigations. It was noted that there had been a small increase in recorded conduct matters in 2019/20. PSD will undertake additional analysis to understand the drivers of this increase and identify any trends. An update will be provided at the next meeting in July 2020.</p> <p>The Joint Audit and Standards Committee last met in April 2020. The PCC's office provided members with a Standards Update report summarising outcomes from key strategic meetings, PSD performance, and the new PCC reviews function.</p> <p>The OPCC has now established quarterly meetings with the IOPC. These meetings will cover Chief Constable complaints, complaint reviews and local / national oversight issues. The first meeting was held in May 2020. The Internal Ethics Committee met virtually in June as a result of COVID-19 restrictions. Several topical dilemmas were discussed. The feedback from the meeting was collated by the Chair and will be shared with Chief Officers and the Fairness, Policy and Standards Board.</p>

		(D1.2)Ongoing management of the PCC's complaint review service in line with national guidance and standards	The new function has had initial teething problems. The operating model put in place has not worked as intended, primarily due to issues linked to Covid-19. The situation is being actively managed. A new solution has been identified and is being implemented as quickly as possible. This will be more resilient in every sense than its predecessor.
D2	Ensuring West Mercia Police complies with the Best Use of Stop and Search Scheme	Monitoring of the Force approach to Stop and Search	<ul style="list-style-type: none"> • A new quarterly West Mercia Stop and Search Meeting has commenced in June 2020 with a remit to provide oversight of the use of stop and search and all associated activity. Membership of the group includes all Local Policing Areas (LPAs), custody, Police Federation and IAG representatives. • In the six months to the end of March 2020, the average number of stop searches per month across the force was 412, of which 36% were positive. Drugs related offences accounted for the largest category of searches and positive action. Disruptions against Organised Crime Groups have impacted positively in some of the LPAs, however Shropshire LPA has been identified as lesser performing area. This LPA was without a SPOC for stop search for a period of time and training is to be prioritised for this LPA. In addition each LPA is seeking to identify 5-10 Stop Search / Use of Force Ambassadors, to act as role model and assist less experienced or lesser performing colleagues. • Stop Search SPOCs are reviewing 6-10 searches per month. IAGs were reviewing upto 6 BWV searches a quarter, however this is on hold during the Coronavirus pandemic. The ride along scheme has also been put on hold, and a more targeted approach will be introduced when it is able to operate again
D3	Make sure police follow custody rules and treat detainees safely and fairly, via an Independent Custody Visitor Scheme	Ongoing management and coordination of the West Mercia ICV scheme in line with national guidance and standards	In consultation with the PCC, Head of Custody and the ICV Panel Chairs a decision was taken at the start of lockdown to suspend visiting by ICVs to the four custody suites. To provide ongoing assurance and oversight for the PCC, the scheme coordinator had been dip sampling custody records, and raising issues directly with the custody inspectors. Towards the end of June a virtual solution had been identified, enabling the ICVs to carry out visits remotely using mobile phones and ipads. The virtual visits will commence in July. The ICV scheme coordinator has resigned and left the organisation at the end of June. Until a new person is appointed, the Criminal Justice Manager has taken over temporary responsibility for the oversight of the scheme. The post will be subject to an uplift in hours

			equivalent to one day to enable the post holder to take on additional administrative duties in relation to complaints review casework.
D4	<ul style="list-style-type: none"> • Delivering new online platforms for communicating and engaging with the public and partners, alongside traditional and existing methods • Ensuring the force is visible and accessible both in communities and online and is engaging with the public and acting on their concerns locally 	Refer to B1.1	
D5	Working with partners to improve prevention and understanding of cyber crime, ensuring the strategy is fully implemented and emerging threats are tackled	(D5.1) Ensure the force implements its cyber strategy and supporting delivery plan	A new West Mercia Police Cyber Crime Strategy has been developed and signed off by Chief Officers and will be published in July 2020. The strategy is based around a 4 P's (pursue, prevent, protect and prepare), with a separate detailed delivery plan to monitor progress and activity. Oversight of the strategy is via the Strategic Cyber Crime Board, which includes a representative from the PCC's office. The Board has been reformed following the ending of the alliance.

		(D5.2) Develop and implement a work programme for the West Mercia Cyber Crime Partnership group in support of the West Mercia Cyber Strategy	The West Mercia Cyber Crime Partnership group last met in early March and activity has been impacted by Covid 19. It is intended to roll out the cyber awareness training for SMEs piloted in Hereford earlier in the year across West Mercia once lockdown eases. The work of the partnership is recognised in the force's cyber crime strategy and the new strategy will be used to develop a refreshed work programme for the partnership.
D6	Develop strategies based on evidence to support the delivery of my key aims and objectives, and ensure the commitments I set out in these strategies are followed through with activity	Develop and implement a Rural Crime Strategy, supported by a comprehensive delivery plan	The PCC's Rural Crime Strategy has been published and a delivery plan is in development. One area identified in the strategy is to work with the force to develop a suite of measures that better reflect the rural and wildlife crime issues affecting communities. An initial scoping meeting was held in March to begin progressing this work, with a range of internal stakeholders.
D7	<ul style="list-style-type: none"> • 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 • Working with businesses and partners through the Business Matters plan to ensure business crime is addressed effectively 	Refer to B2.1	

D8	I will continue to review, refine and invest in my Communications and Engagement strategy, to ensure I am acting on the views of our community including those of hard to reach and minority communities	(D8.1) Develop and implement a revised Communications and Engagement Strategy, supported by a comprehensive delivery plan	The Communications and Engagement Strategy is in the process of being updated, as part of the wider processes and plans used within the team. The delivery plan is used on a daily basis to ensure the team is aware of what needs to be delivered now and in the future, allowing for the opportunity to flag up future campaigns, etc.
		(D8.2) Community Meet Your PCC Events	The PCC held 19 Q&A events across West Mercia up until February where members of the public could come and chat to him and raise any concerns. Also in attendance were members of the local policing teams, WDBC representatives and Rural and Business Officers. During the summer months the PCC would also look to attend summer events however due to Covid-19 these events have been cancelled. As a result 5 'Summer Safety Q&A's' were held live on West Mercia PCC Facebook with each LPA Commander. Discussions included how police have adapted during Covid-19, how the police are tackling certain crime types and allowed members of the public to submit their questions to be asked as part of the broadcast.
		(D8.3) Community newsletter	Due to PCC elections and then Covid-19 many parish newsletters have been disrupted. As part of this piece of work parish councils have been contacted again to re-establish their deadlines, editors and any other methods of communication they utilise. This will be picked up again soon and articles distributed once more.
D9	Use my Commissioner's Ambassador scheme to deliver more engagements, relationships and local links across our communities	(D9.1) Commissioner's Ambassador Scheme: (1) Identification of engagement appropriate for CA engagement (2) Identification of priority demographic and geographic communities (3) CAs to provide written feedback on all	The Ambassadors are carrying out their roles to the best of their ability whilst we have been in lockdown. They have been holding meeting with partners and organisations in their respective areas via video/phone calls. More meetings will start to resume in the coming weeks, with other engagements taking a bit more time.

		<p>engagements (4) Provision of central support and materials etc to ensure CAs represent the ambassador appropriately.</p>	
		<p>(D9.2) Ambassador Grant Scheme: (1) £40k allocated for CA identified projects (2)Development of grant scheme and associated processes (3)Ongoing monitoring of grant scheme</p>	<p>The Ambassadors have continued to use their funding pots, however visits to determine if an organisation/initiative warrants the funds have been harder. When funds are given, the comms team are highlighting these on social media channels and with local media, etc</p>
D10	<p>Ensure that the police and partner organisations are active and effective in tackling the issues that are important to our communities</p>	<p>(D10.1)Safer West Mercia Perceptions Survey: analysis of quarterly results to inform scrutiny and challenge of local policing.</p>	<ul style="list-style-type: none"> • For Q4 of 19/20 around 83% of residents have confidence in WMP, this is positive, and a slight increase on the previous month. Those in Herefordshire and South Worcestershire were most confident whilst those in Shropshire and Telford and Wrekin were least confident. • The greatest factors influencing confidence are reliability, quickness and being there when needed. This highlights that we need to monitor unresourced incidents and response times as it is implied that these factors contribute to confidence. • Residents of Shropshire consistently score lower across the measures whilst those in Telford and Wrekin consistently score higher. • Around 79% of residents were confident they would see a police officer in an emergency. • Around 68% of residents agreed that WMP understood the needs of the community, this is a decrease on the previous quarter but comparable to levels seen during Q4 last year. • Around 80% of residents agree that WMP are dealing with crime and antisocial behaviour.As a result of this confidence data we had a virtual HTA on confidence seeking reassurance that LPA commanders had access to data, that there is sufficient oversight and scrutiny at Chief Officer level around the drivers of confidence, resources are used to drive productivity and how the force will meet the 20/21 budget target to increase confidence. The force responded and this activity will now be monitored as part of the normal HTA forum.

	<p>(D10.2) Environmental Scanning via: (1) Daily media monitoring (2) Social media monitoring (2) Monitoring of Ambassador feedback (3) Monitoring of correspondence log (4) Formal consultation responses</p>	<p>Daily media monitoring has taken place daily, with an enhanced report daily throughout April and May, due to change in police powers due to Covid-19. The enhanced report sent to all usual contact plus West Mercia communications team.</p>
	<p>(D10.3) Responding to key / strategic public and other consultations, seeking to influence outcomes that support the Safer West Mercia Plan</p>	<p>The PCC has continued to respond to key consultations as they arise. Most recently this has included a government consultation on the police covenant, contributing to an APCC response on a Centre of Excellence for Serious Violence and a NRCN survey on domestic violence, homelessness and rough sleeping during Covid 19.</p>
	<p>(D10.4) Home and Dry water Safety Network and Campaign</p>	<p>The campaign is ongoing with new graphics generated and published throughout the year. Meetings with the network are on hold due to the requirement to socially distance. Although communications are ongoing through digital means. Water safety officer role, funded by the PCC is being explored and RLSS approached to explore this potentially being rolled out 'in-house' via their existing teams. Safety posters have been updated and signage erected at known hot spots where people swim in warm weather presenting a risk to safety.</p>
	<p>(D10.5) Roads focus campaign</p>	<p>This campaign is on hold due to lockdown placing restrictions on engagements. It also wasn't deemed a priority to cover a roads campaign due to the reduction in road traffic. In the coming months, as more normality resumes, we may look to plan in the next phase.</p>

D11	Involve, engage and empower communities in the delivery of my plan through more opportunities for active citizenship and volunteering	Regular, consistent and targeted communications messages highlighting the difference communities can make and the opportunities available including West Mercia's Police Cadets, Citizens' Academies and the police Support Volunteer Scheme	In the last couple of months, the comms team has identified a number of opportunities to highlight the work of volunteers. This includes profiles on ICVs, the return of speed watch groups and other volunteers who have helped during Covid-19. With regards to the cadets and other police support roles, these have been affected by the lockdown.
D12	<ul style="list-style-type: none"> • Proactively publishing information to demonstrate the force is working ethically, and enable good governance • Be open and transparent in all the decisions and appointments I make and in the way I hold the Chief Constable to account 	<p>(D12.1) (1) Monitoring of website for compliance and timeliness. (2) Monitor compliance with statutory publication regulations. (3) Publish relevant paperwork from meetings (3) Publish an online decisions log. (4) All appointments are advertised on the PCC's website, via relevant recruitments sites and internally. (5) Ensure all correspondence is logged and responded to in a timely fashion (6)</p> <p>(D12.2) PCC's Holding to Account Programme</p>	<p>Website maintenance is ongoing on an ad-hoc basis, with MM uploading documentation as required. One full audit has been performed since January 2020. A new audit tracker has been developed which allocates pages to owners within PCC teams, ensuring that audits are undertaken by the right teams, this will improve the relevance of pages. Potentially a new site will be developed before September 2020 to ensure full compliance with Government accessibility requirements.</p> <p>An agreed programme for the formal holding to account has been shared with the force. This sets out the thematic areas that the PCC wishes to scrutinise in-depth to ensure the force is providing an efficient and effective service that meets the needs of communities. A formal meeting was held on force performance held in May, however Covid 19 has led to the delay of the public meeting to July. The formal meetings are supplemented with 'virtual challenge'. This enables the PCC to both challenge and seek assurance on a wider range of issues which have been brought to his attention by submitting written requests to the Chief Constable and requiring a written response within a given timeline. To date virtual challenge issues have included recruitment and diversity and fairness at work.</p>

D13	Work with the police to publish information arising from recommendations in HMICFRS or other strategic reports	Ensure the PCC is able to meet statutory reporting timescales through the development of a new process to ensure the PCC's office is provided with timely updates on the force response to any inspection from pre publication stage through to the 'sign' off of remedial action by HMICFRS	A meeting has been scheduled in July to assess and review the existing process in place to enable the PCC to respond in a timely manner to published HMICFRS inspection reports. At present, in response to the Coronavirus virus pandemic, HMICRS have temporarily suspended their inspection programme and its West Mercia liaison officer has returned to his home force. Within West Mercia the HMICFRS SPOC is continuing to monitor progress against recommendations and submit updates to the inspectorate and provides updates to the PCC's office on request.
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