

## Appendix 1: Safer West Mercia Plan Delivery Plan Extract

PUTTING VICTIMS AND SURVIVORS FIRST			
No	SWP Commitment	Supporting activity	Quarter 2 Update July to September 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"> <li>• 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</li> <li>• Make sure victims get effective services, enabling them to cope and recover and reduce their chances of re-victimisation</li> </ul>	(A2.1) Develop and implement a Victims' and Witnesses strategy, supported by a comprehensive delivery plan	<p>A new Victims' Strategy has been drafted and is currently undergoing internal review.</p> <p>Contract management reviews in place to ensure appropriate outcomes are being delivered for victims of crime. Referral rates to services are down slightly due to the impact of Covid-19.</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 revised strategy	We have now updated and refreshed the PCC Commissioning strategy for 20/21. We are in the process of getting this updated on our website.
		(A2.3) Develop and implement a domestic abuse strategy, supported by a comprehensive delivery plan	DA Strategy consultation completed and published. Delivery Plan under development
A3	Bring together and help lead a new Victims Board to ensure better results and consistency	(A3.1) Work with partners to redesign the Victims board to ensure there is a clear focus on reducing revictimisation.	Updated terms of reference to be considered by the Victims' Board on the 24th of Sept, as the July meeting was postponed due to Covid 19. The new terms of reference focus on ensuring agreed outcomes are being delivered across West Mercia, focusing on victim services, restorative practices, vulnerability and harm reduction.

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		<p><b>(A3.2)</b>Work with partners to:</p> <ul style="list-style-type: none"> <li>• Create an internal audit and inspection regime to evidence compliance with the Victims' Code of Practice</li> <li>• Create a performance framework designed to improve victim and witness services.</li> </ul>	<p>MoJ agreed VCoP monitoring framework in place. Local audits take place twice a year, midyear audit delayed due to covid-19 and no trials taking place. End of year audit to be carried out in line with guidance issued.</p> <p>Internal improvement plans and performance frameworks in place. Quarterly updates provided to the Victims' Board.</p> <p>Future Holding to Account to focus on VAL and the delivery of specified outcomes.</p>
<p><b>A4</b></p>	<p>Complete victims' needs assessments to inform future commissioning intentions with a focus on victim, offenders and early intervention.</p>	<p>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.</p>	<p>We have recently completed a series of needs assessments which focus on the following priority areas:</p> <ul style="list-style-type: none"> <li>• Domestic Abuse</li> <li>• Sexual Abuse and Violence</li> <li>• Violent crime</li> <li>• Hate crime</li> <li>• Stalking and Harassment</li> <li>• Roads</li> <li>• Cyber crime</li> <li>• Serious Organised Crime</li> <li>• Modern Slavery &amp; Human Trafficking</li> </ul> <p>We have already used the safer roads needs assessment to inform the safer roads grant round. Some areas which were picked up in the needs assessments were gaps in provision for older drivers. We are in the process of now developing an action plan for each needs assessment so that we can work with the Force to track activity, some of which won't necessarily involve the commissioning of services.</p>

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A5	<ul style="list-style-type: none"> <li>• Ensure the victim voice is at the heart of all activity in relation to my role</li> <li>• Actively seek to engage with victims in the development of service provision</li> </ul>	(A5.1) Develop and implement a local delivery plan in support of the NHS England national sexual assault and abuse strategy	This work has been delayed due to COVID. However, we are currently in discussions with NHS England and the regional PCC offices around how this piece of work can be progressed. Partners have been engaged with the work and the delivery plan is in the process of being developed.
		(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.	We have now had costings from the Force and University for the piece of work to be completed which are higher than anticipated. We are currently making investigations into the feasibility of the work and the outputs to determine the way forward.
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	Since last quarter, we have received additional funding from the MoJ to fund domestic abuse workers who are employed by Victim Support, but co-located within the VAL. We are also in the process of having discussions with Victim Support and VAL around the service offer from both organisations to identify ways in which we can improve the seamless pathway between services, Referrals between the 2 organisations are regularly monitored through quarterly contract meetings. Victim Support have also developed a digital service offer which is being promoted through the VAL team. In addition to this, we have also received additional funding from NHS England to employ a sexual violence co-ordinator/navigator who will be located within the VAL.
		(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	This is an ongoing piece of work. The current Victim Support contract is due to end on 31st March 2022 so we will be looking to progress this piece of work early 2021.

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		<p><b>(A6.3)</b> Work with National Health England to re-commission the CYP SARC service</p>	<p>Due to COVID, the existing contract with Mountain Healthcare was extended to Feb 2022. Re-commissioning activity of this service will commence early 2021.</p>
		<p><b>(A6.4)</b> 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>DA provision within VAL – As part of the above funding, Victim Support were awarded funding for 3 x specialist domestic abuse workers, all of which are now in post, offering 1-2-1 support to victims of domestic abuse. In addition, one of these workers is now co-located within the VAL team, further enhancing the skills and capability of the VAL.</p>
		<p><b>(A6.5)</b> 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>We submitted a successful bid for £50,000 to NHS England for the provision of a sexual abuse &amp; violence co-ordinator, who will sit within the VAL and provide specialist support for victims, co-ordinating multiple services to ensure seamless pathways of service provision. This person is now in post.</p>
		<p><b>(A6.6)</b> Re-commission the ISVA service</p>	<p>ISVA and CSE services – we are currently going through the process of procuring both the ISVA service and a CSE support service. The ISVA service will support victims of sexual abuse or violence and the CSE service will provide support to CYP who are at risk of, or experiencing CSE. Both of these services are currently being delivered via an annual grant so we are moving towards a much more structured and formal approach which aims to achieve better outcomes and longer stability for the service providers. We held a Market and Stakeholder Event in August and tenders for both services will go out in September 2020.</p>

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		(A6.7) Commission a service to support victims of child sexual exploitation	ISVA and CSE services – we are currently going through the process of procuring both the ISVA service and a CSE support service. The ISVA service will support victims of sexual abuse or violence and the CSE service will provide support to CYP who are at risk of, or experiencing CSE. Both of these services are currently being delivered via an annual grant so we are moving towards a much more structured and formal approach which aims to achieve better outcomes and longer stability for the service providers. We held a Market and Stakeholder Event in August with tenders for both services being issued in September 2020. We are in the process of evaluating these tenders and expect to be in a position to award to the successful provider around November/December 2020.
A7	<ul style="list-style-type: none"> <li>• Work with government to further enhance services for victims and witnesses locally</li> <li>• Use my role as PCC to influence the legislative agenda to secure sufficient funding for victim services</li> </ul>	(A7.1) Engaged in national work via APCC and MoJ	We have regular meetings with the APCC Victims portfolio group on a monthly basis. The next meetings are due in October 2020. MoJ have also participated in these meetings and have conducted separate workshops in relation to additional funding streams during this quarter. We now provide monthly data returns to MoJ from various providers delivering services to support victims and have submitted future predicted demand assessments to inform future funding opportunities.
		(A7.2) Lobbying activity seeking to promote amendment in the DA Bill around the rough sex defence	Action completed June 2020

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		<p><b>(A7.3)</b> Work with Citizen's Advice Witness Service to improve victim and witness experience in the Courts.</p>	<p>Secured over£520,000 in additional funding for victims of Domestic Abuse and Sexual Violence.</p> <p>In addition, secured £550,000 to address acquisitive crime in Telford and Wrekin, which should prevent a significant amount of theft and burglaries in the area, resulting in a significant reduction in the number of victims of crime.</p>
		<p><b>(A7.4)</b> 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>Perpetrator Funding – the Home Office recently announced a £10m funding pot for domestic abuse perpetrator funding. Full details have now been shared and there are 2 funding pots; one for Drive and one for other perpetrator provision. Bids are to be submitted by PCCs only. We liaised with a number of partners for these bids and submitted 2 bids, 1 to roll out DRIVE in Herefordshire, and 1 to roll out the Respect Young People Programme to a number of partner organisations across West Mercia. This programme is aimed at young people who are displaying perpetrator behaviour.</p>
<b>A8</b>	Support the appropriate use of restorative justice	<ul style="list-style-type: none"> <li>• Review existing services to ensure they are effectively delivering RJ across West Mercia</li> <li>• Hold regular contract management meetings with service provider</li> <li>• Work with partners to ensure referral pathways are working</li> </ul>	<p>Victim Support currently deliver the RJ service within their contract. This quarter, they have conducted multiple ZOOM sessions with partners to promote the service. Referrals have increased again this quarter and VS are recruiting for RJ volunteers at present. 8 RJ champions have been recruited across West Mercia, with agency representation from magistrates, housing associations and Police.</p>

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BUILDING A MORE SECURE WEST MERCIA			
No	SWP Commitment	Supporting activity:	Quarter 2 Update July to September 2020
B1	<ul style="list-style-type: none"> <li>• Making sure the police provide the right response to incidents at the right time Incorporating the following Reassure commitments (D4)</li> <li>• Delivering new online platforms for communicating and engaging with the public and partners, alongside traditional and existing methods</li> <li>• Ensuring the force is visible and accessible both in communities and online and is engaging with the public and acting on their concerns locally</li> </ul>	(B1.1) Improving and sustaining the performance of the Operations Communications Centre (OCC) Cross reference to D4	999- At the end of Q1 of 20/21, 92% of emergency calls were answered within 10 seconds and the 90% target was met for 99 calls in April, May and June. 101- At the end of Q1, 78% of calls were answered within 30 seconds, this is lower than the expected standard. For the first time since November 2017 the 80% target for answering 101 calls within 30 seconds was met in April.
		(B1.2) Response time to incidents	3855 emergency incidents were recorded in June, 84% of these were attended within the 20 minute target. The volume of calls attended within 20 minutes in June was higher than the volume attended within the target time since December 19.
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"> <li>• Proactively finding the causes of crime so threats are identified and targeted before they escalate</li> <li>• Using an effective problem solving approach, working with partners and local communities to prevent, solve and reduce crime and anti-social behaviour</li> <li>• Ensure local partnership Joint Action Groups address serious and organised crimes in their areas</li> </ul>	(B2.1) Problem Solving Hubs: to include implementation of the Rural Matters and Business Matters Plans ( D7)	The performance framework to monitor performance and outcomes of the hubs was introduced in June and each team area in each hub is required to report via this mechanism. The PCC's office has identified a number of issues with the consistency and quality of the reports being submitted, these have been flagged to the lead inspector.
		(B2.2) Ensure the NPCC Mental Health Strategy is implemented locally	Currently reviewing Force's implementation and delivery of the NPCC Mental Health Strategy. Assurance to be provided by the Force through the PCC's Holding to Account framework on the 24th of September. Once the assurance report is received from the Force the PCC will be in a better position to identify key risks and issues in order to work with the Force to develop an action plan.

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		(B2.3)Ensure the Force implements its SOC strategy	<p>Following feedback from the PCC's policy lead for SOC, and review by the strategic SOC lead &amp; principal crime analyst, a new version of the SOC strategy activity plan has been developed. The plan provides greater clarity around actions and deliverables, enabling SPOCs to provide more meaningful updates. The plan is still in its infancy and needs to be embedded. However it is far improved compared to the original document.</p> <p>Concerns have been raised regarding lack of comms activity in relation to SOC. In August, these concerns were escalated by the PCC to the CC in their 1:1. A formal response from the CC is anticipated by the end of September. The PCC's comms team are exploring opportunities to develop a PCC-led proactive campaign.</p>
		(B2.4)Ensure SOCJAGS are addressing SOC in their areas	SOCJAGs meeting across all 5 LPAs. Reporting into CSPs locally. Local SOC profiles to be updated in Q3/4. Several county line arrests made. There is a renewed focus to work with partners to improve data / intelligence collection and sharing. No substantive risks / issues to report.
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 SOC delivery plan is now embedded within the wider office and updates are provided each quarter. These updates are used to produce a quarterly SOC summary document that informs the PCC's local SOC update and Regional Governance Group. The last summary document was produced in July 2020. The next set of updates is due on 28/09/2020 ahead of the next set of quarterly meetings. Alongside BAU activity, this quarter has seen enhanced scrutiny and focus on activity related to SOC comms (as set out in B2.3). The PCC's comms & engagement and policy leads for SOC are exploring opportunities to develop a PCC-led proactive comms campaign prior to May 2021 to ensure progress on the outstanding action within the PCC's SOC delivery plan.
		(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	The Road Safety Strategy is currently with publishing to be formatted and designed and is anticipated to be returned at the end of September. Any last minutes changes will be made to content and design before being finalised. The first draft of the supporting delivery plan has been completed setting out the initial frame work showing suggested activity to support the recommendations and aspirations.



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<b>B4</b>	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	<b>(B4.1)</b> 'PCC's Safer Roads Fund	<p>Safer Roads Grant round – the PCC has launched a £280,000 fund for initiatives which aim to improve road safety. He is encouraging all interested stakeholders to make an application to achieve one or more of the following outcomes:</p> <ol style="list-style-type: none"> <li>1. A reduction in fatalities and casualties</li> <li>2. A reduction in the number of collisions</li> <li>3. A reduction in traffic offences and road crimes.</li> <li>4. Increased awareness of road safety resulting in informed positive decisions/choices</li> <li>5. A reduction in the 'fear' associated with the anticipation of a road traffic collision</li> </ol> <p>Closing date for applications is 30th September 2020 with a view to the funding starting from 9 November.</p>
		<b>(B4.2)</b> Morse project	Following this meeting MORSE confirmed that the external evaluation exercise is due to be completed by the end of March 2021 but a draft report should be available for review in October/November. MORSE are also utilising some of the PCC funds to develop an e-based on-line learning package around educating individuals around drug driving and this is estimated to be completed by the end of November 2020.
<b>B5</b>	Ensure partners work together to provide efficient and effective support to victims and use early intervention to prevent victimisation.	<b>(B5.1)</b> DRIVE programme development	Drive Feasibility Study – we have gone through a procurement process to appoint a consultant to do feasibility study for the rollout of Drive in other areas of West Mercia. This piece of work is expected to be completed around October 2020 and will inform future decision making.
		<b>(B5.2)</b> We Don't Buy Crime (WDBC)	A total of 15,151 kits have been registered between April 2020 until 18 September 2020 which covers a total of 99 Parishes (3 in Herefordshire, 22 in North Worcs, 40 in Shropshire, 25 in South Worcs and 9 in Telford & Wrekin) with a further 36 going through the roll-out process.
		<b>(B5.3)</b> West Mercia Diversionary Network (WMDN)	Climb – now that the CLIMB service is fully live (as of May 2020), we are starting to see significant increases in referrals for the service. A number of briefings have been ongoing with partners and the Force and the service is well embedded into each other local authority multi-agency child criminal exploitation groups

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		(B5.4) Drug intervention provider (DIP) custody review	No further update
B6	<ul style="list-style-type: none"> <li>• Make sure public funding used in support of this objective is allocated responsibly, is outcome focussed and based on proven need</li> <li>• Use a commissioning framework to ensure funding for community safety partnerships represents value for money</li> </ul>	(B6.1) Review of performance monitoring arrangements for the Force funded projects	All of the relevant people in the PCC office now have access to the dashboard.
		(B6.2) Review of CSP funding provision	<p><b>CSP funding</b> - North Worcestershire are funding 10 projects with a further 2 outstanding which once received will have utilised all of their 20/21 budget. South Worcestershire have 7 projects to fund with a current balance remaining of £45k, Telford have 8 projects to fund with a remaining balance of £12,500 and Shropshire have agreed to fund 3 projects so far with a balance of £23K. Herefordshire have, as yet, not submitted any proposals.</p> <p><b>CCTV</b> - both Herefordshire and South Worcestershire have submitted applications for £65K each for CCTV monitoring. No applications have yet been received for North Worcestershire or Telford but it is envisaged they will utilise the funds towards their current upgrade programmes. Shropshire have made one application for Market Drayton.</p>
B7	Work with partners to increase the proportion of hate crimes reported to the police		A number of needs assessments have been undertaken by the OPCC commissioning team, including into hate crime. The assessment gives detail to help shape commissioning strategies in relation to victims of hate crimes and gives recommendations on how to meet unmet areas of need, including under reporting. Over the next few weeks there will be engagement with the force lead for hate crime to understand how some of these recommendations may be implemented and to better understand how each LPA deal with hate crime.

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REFORMING WEST MERICA			
No	SWP Commitment:	Supporting activity:	Quarter 2 Update July to September 2020
C1	<ul style="list-style-type: none"> <li>• Give leadership to the force and partners in forging new collaborations to deliver efficient and improved public services</li> <li>• Join up services and commissioning with partners where there are operational and financial benefits</li> </ul>	<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><b>Regional roads policing</b> OPCC roads Policy leads across the region are now meeting quarterly as a group to share best practice and identify any opportunities for joint working. The first meeting took place in August and identified potential joint work across roads victims, uninsured drivers and a strategic assessment of criminality on the roads. The PCC is represented at quarterly regional operational meetings. By the end of the year, PCCs are expected to sign a new S22a collaboration agreement to establish a new forensic collision investigation network nationally.</p> <p><b>Regional financial investigation and Fraud</b> This area of work needs more of a focus in the regional space. As a result of Operation Venetic, significant POCA money has been recovered. A future development from the findings of Op Venetic, is the possibility of a regional money laundering team which will sit within ROCU.</p> <p><b>Criminality in the Prisons</b> An evaluation of the recommendations that came out of the Criminality in Prisons report is underway. The evaluation will be looking at what has been achieved by partners across the prison landscape in the last 18 months. A PhD student is currently conducting interview which will help inform the evaluation and also highlight areas which may be of focus in the future. A potential follow up is being developed, where the findings will be presented and a multi-agency discussion can take place on what the next steps of the work should be.</p> <p><b>ROCU</b> A significant amount of ROCU resource has been taken up in Q1 and 2 which the NCA tasked Operation Venetic. There are ongoing discussions in the region around the resource implications of ongoing tasking demands and the recovery of cash and assets as a result of disruptions. Over £6million pound has been recovered in cash since the operation began. The RPO will continue to engage with the PCC and ROCU to understand where developments can take place with regional colleagues, to ensure future recoveries will benefit all regional forces. The RPO is also working alongside ROCU to develop a regional Serious and Organised Crime Prevent Strategy. This strategy will look to work with partners to help identify opportunities for interventions to prevent engagement in SOC activity. The Strategy aspires to have the same prevalence as the CT Prevent agenda, with every officers/individual being a SOC</p>

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			<p>officer. The RPO will engage with the SOC policy lead in the office and with the PCC to ensure the strategy recognises and supports local strategy.</p> <p><b>Police Aviation</b></p> <p>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 aviation review continues to develop options for the future of the service and the region has engaged in a number of discussions to inform this and also agree a new methodology of charging for NPAS which will come into force in April 2021. The PCC is participating in a national subgroup to look at governance options for NPAS which will ensure a more strategic and independent approach. The NPAS national strategic board will meet in December to consider the next set of proposals.</p> <p><b>Counter Terrorism</b></p> <p>The 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 held a deep dive session in October to look into the detail of the new regional operating model and ensure the benefits of the collaboration will be realised in West Mercia. At a national level, the special branch funding will be moved to CT policing from April 2021 and PCCs will be consulted on how this is done.</p> <p><b>Criminal Justice</b></p> <p>The RPO has continued to support the regional criminal justice recovery over the last quarter. RPO has co-ordinated and supported the bi-weekly CJS recovery Task and Finish group and also the monthly Regional Criminal Justice Collaboration Forum. In Q2 the RPO started the co-ordination of a Regional Co-Commissioning Working Group, looking at opportunities to commission services with a range of CJS partners and aligns itself to the unification of probation services from 2021. A mapping and gapping exercise was undertaken to highlight the commissioning activities across each service, which will identify gaps and duplication in service provision and will help inform future collaboration opportunities.</p>
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REASSURING WEST MERCIA'S COMMUNITIES			
No	SWP Commitment:	Supporting Activity:	Quarter 2 Update July to September 2020
D1	<ul style="list-style-type: none"> <li>Ensuring the Police Code of Ethics is embedded within the force's culture, and is adhered to</li> <li>Making sure all communities, individuals and staff are treated equally, fairly and respectfully by the force</li> <li>Making sure people get an individual response based on their specific needs, and they understand the service they can expect to receive</li> </ul>	<p><b>(D1.1)</b>• 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"> <li>Scrutiny of PSD activity through West Mercia Joint Audit and Standards Committee.</li> <li>Considering learning nationally, regionally (e.g. IOPC lessons learned) and locally through the internal ethics committee.</li> </ul>	<p>The Q1 PSD Performance meeting took place in July 2020. There has been a considerable improvement in the timeliness of recording complaints from April 2020, despite a significant increase in demand during the same period. There has also been a steady improvement in the timeliness of finalising cases over the last 12 months. The PCC's office and PSD have started having initial conversations regarding requirements for PSD to report on all complaints that have been live for &gt; 1 year. This will come into force from February 2021.</p> <p>PSD data was reviewed at the Fairness, Policy and Standards meeting. No concerns or exceptional trends identified, over and above those outlined in the Performance meeting.</p> <p>PSD dip sampling will commence on the appointment of new JASC members. A recruitment process is currently ongoing.</p> <p>The PCC's office attended a virtual IOPC workshop related to holding to account and governance processes. Much of the focus of this workshop was the new requirement to report on complaints that have been live &gt;1 year. The policy lead is due to share with the IOPC some information on discussions / performance data shared by PSD to date, to share this approach with other PCCs. The next PCC-IOPC meeting is due to take place at the start of October 2020. This meeting will cover Chief Constable complaints and complaint reviews.</p> <p>The policy team have produced a paper on a proposed process for ensuring the PCC is notified and briefed on relevant reputational risks (the office and Chief Officers). The paper includes a number of recommendations related to oversight of gross misconduct investigations. The paper will be taken to the PCC Office Governance Board meeting on 17/09/2020 before sharing with the force.</p>

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		(D1.2)Ongoing management of the PCC's complaint review service in line with national guidance and standards	The new solution is now live and in operation. A significant amount of work has gone in since June to successfully remedy the initial issues. The function is now performing much better, with new systems in place to ensure sufficient capacity, rigour and service levels for all parties. The previous small backlog of cases has been cleared and complaint reviews are now functioning as business as usual. The change in system has brought a significant amount of work into the office, primarily due to the work associated with the review function. The only element of the new system still outstanding is the additional administration capacity, which is in itself being remedied within a matter of weeks.
D2	Ensuring West Mercia Police complies with the Best Use of Stop and Search Scheme	Monitoring of the Force approach to Stop and Search	<p>In Q1 of 20/21 1860 stop and search encounters were recorded by West Mercia Police, an increase of 715 compared to the same period in 19/20. Increased activity as a result of Covid 19 and the large number of student officers are factors considered to be driving this increase. In the same period positive stops remains high at over 30% compared to an MSG average of 27% in 19/20.</p> <p>The PCC's public perception data includes a specific question on stop and search, seeking to gauge people's views on whether the powers are used fairly and respectfully. This data was reviewed for the first time at the strategic stop and search board in September. This shows that 66% of respondents feel it is used fairly (16% don't know). Shropshire and South Worcestershire have the lowest rates of satisfaction.</p> <p>Work is ongoing to recruit stop search ambassadors across each of the policing areas. South Worcestershire has had the best uptake from officers. One of the key functions of the ambassadors will be to support and mentor other officers in the appropriate use of stop/search to encourage its use while increasing the number of positive outcomes.</p> <p>The tactical lead for stop search has been working with recruitment to ensure that when the ride along scheme is able to recommence it is attracting a diverse range of volunteers.</p>
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	The PCC suspended the ICV scheme in March as a result of Coronavirus, following public health advice. All ICVs were informed of the decision and the move was supported by them. By adapting its working practices and using mobile technology, the scheme was re-introduced at the beginning of July, with visitors being able to work remotely, enabling them to observe social distancing requirements. More recently, the Head of Custody has been working to put control measures in place so that any ICVs who wishes to return to physical visits can do so safely. Visits have recommenced in September.

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<p><b>D4</b></p>	<ul style="list-style-type: none"> <li>• Delivering new online platforms for communicating and engaging with the public and partners, alongside traditional and existing methods</li> <li>• Ensuring the force is visible and accessible both in communities and online and is engaging with the public and acting on their concerns locally</li> </ul>	<p><b>Refer to B1.1</b></p>	
<p><b>D5</b></p>	<p>Working with partners to improve prevention and understanding of cyber crime, ensuring the strategy is fully implemented and emerging threats are tackled</p>	<p><b>(D5.1)</b> Ensure the force implements its cyber strategy and supporting delivery plan</p>	<p>The formal launch of the force Cyber Crime Strategy has been delayed until September however the supporting delivery plan has been developed and implemented. It was agreed in August that the Cyber Crime Strategic Governance Group would be replaced with a Cyber Crime Strategy Delivery Group which would focus on the monitoring and delivery of the plan. This approach follows that adopted for the SOC strategy. Works is being progressed in all areas within the plan, with the tactical delivery of 'Protect' identified as the weakest area with the challenge to get the message out to our partners to identify potential prevent candidates</p>
		<p><b>(D5.2)</b> Develop and implement a work programme for the West Mercia Cyber Crime Partnership group in support of the West Mercia Cyber Strategy</p>	<p>The Cyber Crime Partnership Group met virtually for the first time in six months at the end of September. A draft action plan for the group had been circulated in advance of the meeting setting out the tactical activity within the strategy where the group can provide support. The support activity being predominantly focused on the 'prevent' and 'protect' objectives. Sharing of information and targeted campaigns are key elements of this work and in support of this the group confirmed their support for further funding of Get Safe Online. It was agreed that the roll out of the SME business training first piloted in Hereford in January would be postponed as a result of Covid 19 restrictions. Partners within the group are trying to progress different events for businesses. It was agreed that a week long cyber fringe festival being planned for the end of November by the cyber hub in Hereford would provide a platform for the police FSB and other partners to raise cyber crime awareness.</p>

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<b>D6</b>	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 delivery plan in support of the PCC's rural crime strategy has been finalised and the plan is now in place to monitor and track delivery of the plan. The work to develop a suite of measures to better reflect rural crime has been impacted by Covid 19, changes to performance personnel and more recently the move onto SAAB. The work on rural crime qualifiers in SAAB is a low priority within that project which will delay the rural crime project.
<b>D7</b>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Working with businesses and partners through the Business Matters plan to ensure business crime is addressed effectively</li> </ul>	<b>Refer to B2.1</b>	
<b>D8</b>	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	<b>(D8.1)</b> Develop and implement a revised Communications and Engagement Strategy, supported by a comprehensive delivery plan	The C&E Strategy has been updated to incorporate the changes to governance. The daily delivery plan continues to be used as part of general planning and monitoring daily comms activity.
<b>(D8.2)</b> Community Meet Your PCC Events		Due to the new laws, and continued Covid restrictions, we have been unable to plan any engagement events. As a team we are still trying to find ways to engage with communities on a regular basis, which includes virtual meetings.	
<b>(D8.3 )</b> Community newsletter		A list of all parish councils has now been pulled together, along with content for each. Matt Knight, the new C&E intern, is now working on this. The aim is to ensure we are engaging with as many areas as possible and meeting all deadlines. The newsletters have started to get going again with sending out magazines/newsletters after being on-hold due to Covid	
<b>D9</b>	Use my Commissioner's Ambassador scheme to deliver more engagements, relationships and local links across our communities	<b>(D9.1)</b> 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 engagements (4) Provision of central support and materials	The Ambassadors continue to carry out their roles despite restrictions. The recent enforcement of new laws mean that this may hold some planned meetings/engagements, however they are still able to hold their regular one-to-ones. They have also been involved in some interesting community projects highlighting partnership working



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		etc. to ensure CAs represent the ambassador appropriately.	
		<b>(D9.2)</b> Ambassador Grant Scheme: (1) £40k allocated for CA identified projects (2)Development of grant scheme and associated processes (3)Ongoing monitoring of grant scheme	The Ambassadors have still been using their funding pots. Having been involved in some really interesting, and worthwhile, projects we have been able to highlight this through the media, etc. This has also allowed us to highlight the partnership working
<b>D10</b>	Ensure that the police and partner organisations are active and effective in tackling the issues that are important to our communities	<b>(D10.1)</b> Safer West Mercia Perceptions Survey: analysis of quarterly results to inform scrutiny and challenge of local policing.	<ul style="list-style-type: none"> <li>Confidence currently stands at 84% in West Mercia, this is comparable to levels since last year. Residents in South Worcestershire are most confident whilst residents in Shropshire are least.</li> <li>Over the last 12 months levels of confidence have been both at their lowest (80% in Q3 19/20 and their highest (89% in Q1 20/21).</li> <li>In a recent HtA response, the force highlight that due to the significant variances in the make-up of communities they do expect differences in confidence but with the new confidence plans being implemented they will be able to review confidence by area or demographic to build up a database of best practice.</li> </ul>
		<b>(D10.2)</b> 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	Daily media monitoring has taken place, enhancement activities ceased post-lockdown. The enhanced report sent to all usual contact plus West Mercia communications team.
		<b>(D10.3)</b> Responding to key / strategic public and other consultations, seeking to influence outcomes that support the Safer West Mercia Plan	The PCC has responded to a number of consultations, including the APCC's call for evidence re PCC reviews and on the revised HMICFRS 2020/21 policing inspection programme and framework.
		<b>(D10.4)</b> Home and Dry water Safety Network and Campaign	A meeting was held in August with the Home and Dry network. Consensus was that there was a need to focus on comms for fresher's week, to ensure that messaging around drinking and drowning are disseminated. Contact with all educational establishments resulted in most indicating a digital fresher's week. A film has been produced and distributed to be included in fresher's digital resource. It was planned to attend University of Worcester fresher's fayre (12 and 13th September) however, new restrictions on gatherings due to Covid-19 has prevented attendance.

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		(D10.5)Roads focus campaign	The campaign is still on-hold, however the recent funding allocated for roads might highlight where we can do some activities virtually. This will continue to be reviewed over the coming months
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	The comms team continue to highlight how people can help. In the coming weeks we will be highlighting the return of the ICVs and this will include a case study. The video/article will cover how others can make a difference. We have also incorporated the 'look out for your community' within this as it is very much about how communities can make a difference
D12	<ul style="list-style-type: none"> <li>Proactively publishing information to demonstrate the force is working ethically, and enable good governance</li> <li>Be open and transparent in all the decisions and appointments I make and in the way I hold the Chief Constable to account</li> </ul>	(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	Website maintenance is on-going on an ad-hoc basis, this is now enhanced with monthly audit activities to ensure current information. MM uploading documentation as required. Site will be redeveloped to ensure compliance with Government accessibility requirements. Two tenders for the work received to date. Another two companies have been approached this week to tender, with a decision due to be made on contractor in late September. New site should take around three months to build.
		(D12.2)PCC's Holding to Account Programme	In July the PCC held a public facing meeting which enabled member of the public to submit questions on diversity, equality and inclusion (DEI). A formal meeting was held on DEI in early August focusing on areas including recruitment and promotion. As part of the preparation work for the August meeting officers and staff from networks representing those with protected characteristics were asked for their personal experiences of working within the force. The feedback received was used by the PCC to challenge senior officers and to seek assurance it would be used to shape the force's recruitment, training and progression programme to make sure that it is fair and inclusive for all. The formal meetings continue to be supplemented with 'virtual challenge' issues being supported by email. In this quarter issues addressed in this way have included confidence, roads collisions, BOXI and VAL.

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<b>D13</b>	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	In July HMICFRS advised that its inspection programme will commence in October, with a focus on the Covid 19 response. Other high priority inspections will also start in the autumn and that the core inspections, PEEL, Child Protection, Custody and Joint Inspections will commence in the New Year. The force has since been informed that it will be one of the force inspected at part of the Covid 19 inspection. Since recommending work HMICFRS has published a number of national thematic reports on roads policing and police contact management. The Force's Service Improvement Board (SIB) provides strategic governance to the force response to HMICFRS inspection reports and recommendations. A new process has been developed which ensures any recommendations arising from HMICFRS reports are designated to a lead officer and submitted to SIB in a structured manner. The framework document is shared with the PCC's office as early as possible which will assist the PCC in complying with his reporting requirements to the Home Secretary.
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