

ASSURANCE AND PERFORMANCE

1. PURPOSE

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

2. BACKGROUND

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

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

Assurance is achieved in a number of ways including:

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

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

3. ASSURANCE FRAMEWORK

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

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

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

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

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

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

4. PERFORMANCE FRAMEWORK UPDATE

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

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

5. RECOMMENDATION

Members of the Panel are invited to consider the report.

APPENDIX A

PUTTING VICTIMS AND SURVIVORS FIRST				
Policing element – taken from the West Mercia / Warwickshire shared delivery plan				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism (s)
1.1	Make sure officers and staff have the skills to properly support victims and survivors and do so when necessary.	Audit and review of knowledge, skills and attitudes. Review of training and development plans. Monitor compliance with Victims' Code of Practice and Witness Charter. Monitor key performance indicators linked to special measures, needs assessments and signposting to services.	Review of current training to underway. Review of information provided to victims underway. Initial report submitted to Victims' board. Assurance provided re: provision of information. Waiting for full response re: knowledge, skills and attitudes.	Victims' Board. KPI monitoring, Delivery Plan monitoring.
1.2	Champion enhanced support for the most vulnerable	Refer to A3 and A4 below		
1.3	Ensure compliance with the Victims Code of Practice and Witness Charter	Refer to A3 and A4 below		
1.4	Support the appropriate use of restorative justice	Develop a RJ model which is both sustainable and integrated into commissioned cope and recover provision.	Business case submitted for consideration. Business case to go before the December Alliance Governance Group proposing a 3 year funding settlement / investment plan, in addition to an integrated model which supports both PCC and Force priorities.	Alliance RJ Programme Board, KPI Monitoring, Victims' Board
1.5	Ensuring all victims and survivors who report an offence in West Mercia can access 'Track my Crime' or an alternative equivalent capability	<i>Track my Crime</i> (TMC) was made available to all forces in 2014 and publicly launched by the Ministry of Justice in 2015. Initially the force intended to adopt TMC subject to improving IT systems and the website interface, however the commitment to Athena put the TMC project on hold in 2015. It was decided that a TMC solution should be sourced or integrated with Athena to ensure that existing investments were optimised and that service delivery for the public was not interrupted with the migration between systems	The forc's delivery of TMC has been subject to a holding to account session. As a result work is now ongoing to scope the viability of delivering either an alternative solution or integration into the Athena Project.	

1.6	Warwickshire only			
Police and Crime Commissioner's Commitments – taken from the local West Mercia delivery plan				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
A.1	Set out my commitment in a new victims' charter, clarifying what services victims can expect, and what services must be delivered.	A public consultation was carried out outlining proposed priorities and actions that would enable the PCC to be VCOP and EU Directive compliant.	The consultation led to a Victims Charter being signed off by the PCC. The charter sets out a number of standards that the newly established Victim's Board will work towards. The PCC will hold the board to account for these standards throughout his term.	Victims' Board, KPI Monitoring, Delivery Plan Monitoring. Audit and oversight
A.2	Complete a victims' needs assessment	A victim needs assessment will be carried out specifically analysing qualitative impacts of existing provision. Quantitative scorecards and heat maps are also being produced to profile demand levels to and existing provision capacity, in addition to highlight any identify potential gaps or duplication in provision.	We are in contractual talks with a provider who will hopefully be in a position to run this from January – March 2017. In addition, strategic assessments related to Domestic Abuse and Child Sexual Exploitation in certain areas.	Victims' Board, Delivery and Assurance plan monitoring
A.3	Bring together and help lead a new Victims Board to ensure better results and consistency.	Terms of Reference for Victims' Board drawn up. Senior Responsible Officers identified and invited to sit on board. Mission, Vision and Values for board drawn up.	Board is now up and running and has had its inaugural meeting where the Terms of Reference was approved, and an action plan for assurance of the Victims Code was planned. This is creating an enhanced collaboration between stakeholders working to support victims. The partnership will meet to discuss challenges and create remedy to barriers found within the victim pathway.	Victims' Board, Delivery Plan monitoring, KPI monitoring, Audit.
A.4	Make sure victims and survivors get effective services, enabling them to cope and recover and reduce their chances of revictimisation	Commissioning intentions for the term of office, contract monitoring linked to outcome frameworks and grant/commissioned activity based on need and score card intelligence.	Contract reviews are in place, outcome3 measurements against frameworks are being developed in addition to KPI's to assist in the management of contracted services (realigned to Safer West Mercia Plan). Follow up being planned regarding victim surveys and qualitative measures. Contracts will meet minimum outcome expectation, or	Contract Mgt. Victims' Board, Delivery plan and assurance plan monitoring. Monitoring of KPIs (including re-victimisation

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

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

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

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

	the capability and capacity to tackle major challenges to safety set out in the Strategic Policing Requirement.	(2). Reinvigoration of Regional capabilities governance (3). Build into Assurance and Holding to Account Programme	(2)(3) Shared Policy resource created jointly with 3 other West Midlands PCCs. Better reporting of NPAS performance and governance agreed.	
2.8	Warwickshire only			
Police and Crime Commissioner's Commitments – taken from the local West Mercia delivery plan				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
B.1	Ensure partners work together to provide efficient and effective support to victims and use early intervention to prevent victimisation	Victims Board established, along with Governance and Terms of Reference for the group.	Greater collaboration between key stakeholders working to support victims. Understanding of the challenges and hurdles which can be discussed and resolved where possible as a partnership.	Action Plans which are owned by key stakeholders and work on improving the journey for victims, designed around the needs of the victim.
B.2	Make sure public funding used in support of this objective is allocated responsibly, is outcome focussed and based on proven need	Commissioning Strategic Frameworks / scorecards will be used in the determination of funding allocation, ensuring funding decisions are based on need and prioritisation.	An understanding of the trends, needs and demand profile across West Mercia; alongside this an understanding from victims what works or doesn't and what is needed to achieve their outcomes.	Scorecards will be updated quarterly (quantitative). Qualitative element of the needs assessment will be gathered over the winter in preparation for future victims and witnesses commissioning in 2017-2020.

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

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

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

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

	response every time.			
3.7	Ensuring a stable workforce which better reflects the demographic makeup of our communities	The force has a recruitment, retention and progression strategy in place and a Diversity Delivery Group to support delivery.	The proportion of BME officers in West Mercia Police was 2.3% at the end of March 2016, compared to a local BME population of 3.8% - a difference of 1.5%. This puts us in a better position than all of our family of forces bar one (Devon and Cornwall) and much better than forces with a much more diverse workforce	>AGG >Strategic Diversity Group
3.8	Making sure all communities, individuals and staff are treated equally, fairly and respectfully by the force.	(1)The equality and diversity work programme seeks to develop and deliver the force equality objectives. There are 3 objective areas: operational; organisational and people and culture. See also 3.10, 3.11 and 3.12 below	An annual equality plan is published and the force is compliant with the General Public Sector Equality Duty	>Strategic Diversity Group
3.9	Increasing the number of police volunteers	See 3.2 above		>Citizens in Policing
3.10	Make sure police follow custody rules and treat detainees safely and fairly, via an ICV scheme.	The PCC's office is responsible for the ongoing management and administration of an Independent Custody Visitors Scheme (ICV). The scheme comprises of four panels of volunteers whose role is to attend police stations to check on the treatment of detainees and the conditions in which they are held and ensure their rights are observed.	The ICVs continue with their programme of visits which is agreed locally by each of the 4 panel chairs. Regular reporting is in place, together with liaison with Custody staff to ensure issues raised are dealt with Work is ongoing with the Warwickshire PCC's office to develop a shared ICV handbook and electronic form for use in the custody suites.	>ICV visits/ panel meetings >Strategic Custody Users Forum
3.11	Ensuring West Mercia Police complies with the Best Use of Stop and Search scheme.	West Mercia Police was suspended from the national Best Use of Stop and Search Scheme (BUSS) in February 2016 for non compliance. A small team was established to address the causes of non compliance and to bring about change within the alliance to ensure future compliance. In addition Northamptonshire Police undertook a peer review. The following changes were identified in order to become compliant: recording and publishing outcomes, introducing <i>Ride Along scheme</i> and	All three areas of non compliance have been addressed. The force's stop and search website pages have been revamped and all outcomes information is now published. The PCC's website links through to these pages. A <i>Ride Along</i> scheme was launched in May 2016 and 197 requests for the scheme were made within the first 3.5 months. The force has a community complaints trigger, however the number of complaints is very low – only 5 since 1 April 2015. All complaints are reviewed by the	>Stop and Search Strategic Group. >Strategic Diversity Group

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

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

Reassuring West Mercia's communities				
PCC's Commentary				
Policing element – taken from the West Mercia / Warwickshire shared delivery plan				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
4.1	<p>Making sure voices and priorities are heard and acted on from within our rural communities via the Rural Matters plan to ensure their specific needs are addressed.</p>	<p>The alliance tactical plan (Rural Matters) sets out 7 key strands of activity in support of the force approach to rural matters. The local policing superintendent for Herefordshire holds the alliance portfolio for rural and business and oversees delivery against the tactical plan. There a number of Rural, Business and Cyber (BRC) Coordinator and other support posts across West Mercia, supported by PCC funding, to provide local delivery in support of the tactical plan.</p> <p>The BRC teams have continued with locally tailored support across all 7 strands of the initiative. The 50 days of action has been repeated by force communications and the force website pages on Rural Matters are being kept up to date with information and advice.</p> <p>A number of operations have been undertaken in support of Rural Matters including Operation Vulture (cross border crime), Operation Carrow (poaching).</p>	<p>The Rural Matters initiative is ongoing.</p> <p>The alliance portfolio holder has undertaken a review of resource requirements, as the current funding for posts ends on 31 March 2017. The PCC and his office are now working with the force to determine and agree funding for posts 1 April onwards</p> <p>The current stand alone BRC funding stream will become part of the main grants scheme. As a consequence, the PCC along with his Warwickshire counterpart have agreed to disband the Rural and Business Governance Board.</p>	<ul style="list-style-type: none"> >Briefings >Quarterly tactical meetings >Update reports on PCC funded initiatives

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

4.4 / 4.5 – Warwickshire only				
4.6	Ensuring the force is visible and accessible both in communities and online.	See 3.6 above		>Improve Public Contact & Comms Programme Board
4.7	Proactively publishing information to demonstrate the force is working ethically, and enable good governance.	Ongoing. The force website is kept up to date with relevant information.	The website has recently been subject to review by the Police Integrity Team at the Home Office in relation to senior police remuneration and is compliant.	>Improve Public Contact & Comms Programme Board
4.8	(1)Engaging with the public and acting on their concerns locally. (2)Making sure people get an individual response based on their specific needs, and they understand the services they can expect to receive. (3) Work with local people and partners to give visible reassurance on frontline neighbourhood policing.	Development of a Contact Management Strategy which sets out the service standards the public can expect to receive when having contact with the alliance	Draft strategy to AGG for approval on 30 November 2016	>Improve Public Contact & Comms Programme Board
Police and Crime Commissioner’s Commitments – taken from the local West Mercia delivery plan				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
D.1	Develop and publish a Communications	Develop, publish and implement a new Communications and Engagement Strategy	A new strategy has been drafted following the publication of the Safer West Mercia Plan. It will be	

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

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

GLOSSARY: OVERSIGHT MECHANISMS – SUMMARY OF MEETINGS

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

NAME	PURPOSE (Safer West Mercia Plan - Cross cutting / other)	MEETS
Alliance Governance Group*	To provide a strategic governance and decision making body for the alliance between West Mercia Police and Warwickshire Police. Chaired by the PCCs.	Bi-monthly
Independent Joint Audit Committee*#	A combined committee across both West Mercia and Warwickshire police force areas, which considers internal and external audit reports of both of the Police and Crime Commissioners and the Chief Constables (CC)	Quarterly
Monthly Holding to Account*	Meeting to hold the Chief Constable to account on performance and strategic initiatives.	Monthly
Service Improvement Board	To provide accountability and assurance that the Alliance is delivering against required improvements and identifying themes for organisational learning	Quarterly
Alliance Performance Management Group	Brings together senior officers and heads of service from across the alliance to discuss and review the performance framework, areas of concern and organisational learning.	Quarterly
Regional Governance Board	Meeting of 4 PCCs and CCs within the West Midlands region to provide oversight of regional collaboration including the Counter Terrorism Unit, the Regional Organised Crime Unit and the Central Motorway Patrol Group.	Quarterly
Weekly PCC / Chief Constable	Informal meeting held to discuss any critical or topical issues.	Weekly
Local Policing area visits	Programme of visits for the PCC / DPCC to meet with local command teams, officers and staff.	Adhoc
NAME	PURPOSE – (Safer West Mercia Plan – Putting victims and survivors first)	MEETS
Restorative Justice Alliance Programme Board	Oversees the strategic delivery of restorative justice across the alliance. Agree and implement policy, service level agreements and information sharing.	Bi-Monthly
Victim Contract Management Board	Oversight contract performance and operational assurance.	Quarterly
Victims Board*	PCC meeting to improve outcomes and services for victims	
NAME	PURPOSE – (Safer West Mercia Plan – Building a more secure West Mercia)	MEETS
Local Criminal Justice Board*	Brings together West Mercia’s criminal justice partners to improve the efficiency and effectiveness of the criminal justice system	Quarterly
Strategic Vulnerability Board	A newly formed Board whose remit is to set the strategic direction within the alliance in relation to vulnerability	Quarterly
Mental Health Concordat Strategic Group	The MHCSG is the strategic group pulls partners together ensuring that local action plans are developed and implemented.	Under review
Serious and Organised Crime (Joint Partnership Panel Pilot)	South Worcestershire only – Provides strategic overview of the initiative set up to bring partners together to tackle organised crime groups.	Adhoc
Integrated Offender Management	Provide strategic oversight of and direction for the 5 IOM teams. Agree and implement	Bi-Monthly

Programme Board	policy, service level agreements and information sharing protocols. Address and resolve partnership issues. Provide strategic oversight of funds allocated to IOM.	
WM YJS Management Board	To provide governance of the youth justice service in West Mercia	Bi monthly
Safer Roads Partnership Board	PCC, Police and Partner meeting to provide governance of the West Mercia Safer Roads Partnership	Bi annual
Sexual Violence Co-ordinating Group	Ensure delivery of improved outcomes for victims of rape and serious sexual violence.	Quarterly
Crime Reduction Board*	To improve partnership working designed to reduce crime and reoffending	Quarterly
NAME	PURPOSE – (Safer West Mercia Plan – Reforming west Mercia)	MEETS
Transformation Board	Provide the governance for decisions made on all change and transformation against organisational objectives.	Bi-monthly
Strategic Athena Management Board	National meeting of all forces signed up to the Athena programme to provide oversight and assurance of the national programme.	Quarterly
Athena Programme Board	To lead, direct and coordinate the work that is required to focus on the delivery of the business changes that are necessary for the successful implementation of the Athena system.	Minimum bi monthly
Property Board	To ensure a fit for purpose estate is provided in the right location at optimal cost to support service delivery and thereby protect people from harm.	Quarterly
Strategic Health and Safety Group	Provides oversight to health and safety matters across the alliance	Quarterly
Place Partnership Board	Provides guidance and development of the Company so as to deliver the strategic ambitions of the partner organisations, as set out in the Shareholder agreement.	
NAME	PURPOSES – (Safer West Mercia Plan – Reassuring West Mercia’s communities)	MEETS
Improving Public Contact and Communications Board	Primary function is oversight of the OCC programme but is developing to cover all aspects of contact management and public	Quarterly
Citizens in Policing Steering Group	Oversight of recruitment of special, volunteering and citizens academies	Quarterly
Strategic Diversity Group	Police and partner meeting providing strategic oversight of all equality and diversity activity within the alliance including recruitment, hate crime, stop and search and new initiatives	Quarterly
Trust, Integrity and Ethics Committee*#	The TIE Committee exists to enhance trust and confidence in the ethical governance and actions of West Mercia Police and Warwickshire Police.	Quarterly
Strategic Custody Users Forum	Brings together police, ICVs, and service providers to provide oversight into all aspects of custody	Quarterly
PSD Performance Group	Provides an oversight of Professional Standards Performance	Quarterly

Strategic Stop and Search Group	Brings together police, police federation/Unison PCCs and IAGs for oversight of stop and search activity across the alliance. Reports to the Strategic Diversity Group	Quarterly
Independent Custody visitors Co-ordinating group/ panel meetings	Local meetings for the ICV volunteers on each panel to meet with the local inspector responsible for custody to raise concerns, and review ongoing work of the panel	3 per annum
Cyber Crime Strategic Panel	Police and partner meeting to provide oversight of the alliance approach to cyber including the tactical working groups.	Quarterly

APPENDIX B

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

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

[Shown blue Denotes additional ad-hoc holding to account meeting](#)

*Objective titles have been shortened to:

Victims – Putting victims and survivors first.

Secure - Building a more secure West Mercia

Reform – Reforming West Mercia

Reassure – Reassuring West Mercia’s communities