

WEST MERCIA POLICE AND CRIME PANEL

30 November 2017

POLICE & CRIME PLAN ACTIVITY AND PERFORMANCE MONITORING REPORT (SEPT 2017- OCT 2017)

Recommendation

1. Members of the Panel are invited to consider this report.

Background

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

Delivery plan and assurance

3. The PCC's Chief Executive and staff have developed a delivery plan to support monitoring and assurance of the Safer West Plan. Progress against individual elements within the plan is updated in line with an agreed timeline for each element and the delivery plan is subject to monthly scrutiny.
4. The delivery plan is a substantial document and therefore a summary extract of it has been produced for the Panel at Appendix 2. The summary provides a concise overview of activity supporting the plan commitments, an accompanying commentary and details of the oversight mechanisms in place. The extract at appendix 2 contains the latest update available to the end of October 2017.
5. Some examples of activity in support of the Safer West Mercia Plan's four objectives, all of which are included in the delivery plan, are shown below.

Putting victims and survivors first

6. **Perpetrator Programme** - The Drive Project is a new response to domestic abuse that aims to reduce the number of child and adult victims of domestic abuse by deterring perpetrator behaviour. In April 2017, the Drive Partnership, in collaboration with 5 PCCs including West Mercia submitted a proposal to the Police Transformation Fund for three years of funding to deliver Drive. At the beginning of November the government confirmed that £2.86 million had been awarded to the project. The amount awarded is significantly lower than the bid submitted and work is now underway to determine how best the project can be effectively delivered locally.

Building a more secure West Mercia

7. **Public confidence** – Latest figures released by the Crime Survey for England and Wales show that public confidence in West Mercia Police has increased in the past two years from 75.3% in June 2015 to 80.7% in June this year, the highest since the alliance with Warwickshire Police. The survey also shows that public confidence in West Mercia Police is above the national average (78.7%). This increase in confidence has resulted in a considerable improvement in ranking from 8th to 4th in its most similar family group.
8. **CCTV** – The PCC has signed off a new policy for CCTV to ensure that up to £65,000 per year can be given to each of the five Community Safety Partnerships (CSPs) across West Mercia to be used on new and improved CCTV equipment until March 2020. Each CSP has been asked to work with their local policing teams and communities to ensure there is a more joined-up approach. They will each submit an application detailing the areas of need and where they believe the cameras should be placed, or which cameras need to be upgraded.

Reforming West Mercia

9. **Body worn video** - All frontline officers and staff across West Mercia are now equipped with body worn video (BWV). Phase 2 scoping is underway to advise on costs of expanding BWV to other areas such as CID and West Mercia CMPG staff.
10. **Mobile technology** - Officers across West Mercia are now equipped with smartphones and laptops, enabling them to work on the move and spend more time with the public. As officers no longer have to frequently return to police stations to do admin work, on average, an extra hour per officer per shift is being spent out and about in the community.

Reassuring West Mercia's communities

11. **Rural and business crime officers** – At the beginning of September 5 new rural and business crime officer posts commenced in force. These posts are funded by the PCC until the end of March 2020. Each officer is focused on raising confidence within rural and business communities by proactively engaging with communities, problem solving and looking at effective communication to achieve positive outcomes.

Performance and accountability

12. A number of internal performance products are produced by the force to enable senior officers and the PCC to maintain strategic oversight of force performance. In particular the PCC scrutinises a weekly dashboard of performance along with monthly and quarterly summary reports. These reports are used to develop the agenda for a monthly meeting chaired by the PCC at which the Chief Constable is held to account for force performance. These monthly holding to account meetings also cover strategic initiatives and findings from HMIC and other reports. Notes from these meetings are published on the PCC's website. A

summary of items covered since last reported to the Panel are included in appendix 1.

13. The latest quarterly performance summary report published by West Mercia Police is attached at appendix 3. This reports covers the period July to September 2017.

Risk Management Implications

None.

Financial Implications

None.

Legal Implications

None

Equality Implications

None.

Supporting Information

Appendix 1 – Summary of monthly holding to account question areas

Appendix 2 – Delivery Plan Extract

Appendix 3 West Mercia Police Performance Summary July – September 2017

Contact Points

County Council Contact Points

Worcestershire County Council 01905 763763

Worcestershire Hub: 01905 765765

Specific Contact Points for this report

Andy Champness, Police and Crime Commissioner Chief Executive

Appendix 1

Summary of monthly holding to account question areas

MONTH	AGENDA ITEM (P = Performance, SI = Strategic initiative)	SAFER WEST MERCIA PLAN OBJECTIVE*
Sept.	Victim satisfaction follow up	Victims
	Repeat victimisation	Victims
	Total Recorded Crime	Secure
	Business crime	Reassure
	Victim satisfaction follow up	Victims
	Repeat victimisation	Victims
Oct	DVPNs	Victims
	Hate Crime Satisfaction	Victims
	Cyber Crime	Secure
	Fraud	Secure
	Visibility	Reassure

*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

APPENDIX 2

Delivery Plan Extract

PUTTING VICTIMS AND SURVIVORS FIRST				
Policing element:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism (s)
1.1	Make sure officers and staff have the skills to properly support victims and survivors and do so when necessary.	Audit and review of knowledge, skills and attitudes. Review of training and development plans. Monitor compliance with Victims' Code of Practice (VCoP) and Witness Charter. Monitor key performance indicators linked to special measures, needs assessments and signposting to services.	Victims' Code of Practice and Witness Charter compliance audit carried out. Gaps in provision linked to follow up communication and information provision. Additionally, performance is not meeting expectation regarding the number of vulnerable victims referred to the witness service. Improvement plans in place.	Victims' Board. KPI monitoring, Delivery Plan monitoring.
1.2	Ensuring all victims and survivors who report an offence in West Mercia can access 'Track my Crime' or an alternative with equivalent capability	Track my Crime (TMC) was made available to all forces in 2014 and publicly launched by the Ministry of Justice in 2015. Initially the force intended to adopt TMC subject to improving IT systems and the website interface, however the commitment to Athena put the TMC project on hold in 2015. It was decided that a TMC solution should be sourced or integrated with Athena to ensure that existing investments were optimised and that service delivery for the public was not interrupted with the migration between systems	Proposals for this can be developed now Athena is up and running.	Transformation Board
Police and Crime Commissioner's Commitments:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
A.1	Set out my commitment in a new victims' charter, clarifying what services victims can	(A1.1) (1) Carry out a public consultation outlining proposed priorities and actions that would enable the PCC to be VCOP and EU Directive compliant (2) Develop and publish the charter	Needs Assessment now complete following consultation with Victims. Consultation results are feeding into the review and compliance against the Victims Charter.	Victims' Board, KPI Monitoring, Delivery Plan Monitoring. Audit and oversight

	expect, and what services must be delivered.	(A1.2)(1). Conduct a victims' needs assessment, providing qualitative and quantitative feedback to inform commissioning and to identify potential gaps (A2). (2)Work in partnership to ensure that victims have access to services. (3)Contract management (4)Grant provision	Self-Assessment Framework in place. Regular meetings with agency SROs take place to ensure compliance. Waiting on Tonic's victims' needs assessment. Regular contract management meetings taking place. Outcomes and key deliverables managed by the Head of Commissioning. Overall good progress made against this objective.	Victims' Board Delivery Plan monitoring Performance Mgt. Audit and scrutiny
		(A1.3) Develop, in partnership, an assurance framework to ensure delivery against the 9 specified outcomes set out in the Victims' Charter	Self-Assessment Framework in Place. Audit and Compliance schedule agreed. Regular reviews of key metrics take place with exception reports fed into the PCC's Victims' Board. West Mercia Witness Care Unit nominated for a National Award recognising their excellent work.	OPCC, LCJB, Victims' Board. Exception reports will be highlighted to the PCC.
A.2	Complete a victims' needs assessment	(A2.1)A victim needs assessment will be carried out specifically analysing qualitative impacts of existing provision. Once complete the needs assessment will be integrated into the Commissioning intention, to target investment appropriately.	Action now complete, action plan being used in the redesign of services.	Delivery Plan monitoring
		(A2.2) (1)Quantitative victims scorecards and heat maps are being produced to profile demand levels to and existing provision capacity, in addition to highlight any identify potential gaps or duplication in provision. (2) Liaise with CSPs and wider partners to pull data into a central place	Action now complete, action plan being used in the redesign of services.	Delivery Plan monitoring
A.3	Bring together and help lead a new Victims Board to ensure better results and consistency.	(A3.1)1. Draft and consult on terms of reference and membership of the Victims' Board. 2. Consult and develop a Vision and Mission statement for the Board. 3. Consult, agree and create a strategic delivery plan for the victims' board. 4. Consult and agree on SROs to lead on key policy areas. 5. Consult and design an assurance and performance framework	Criminal Justice Agencies currently conducting Victims' Code of Practice self-assessment. Analysis to be conducted during December with a report going to the Victims' Board on the 15th of December. Victim satisfaction improvement plan in place. The D/Ch Supt Protective Services to update the Victims' Board in December.	1.Quarterly assurance reports 2.Minutes and actions arising 3. Programme and project highlight reports.

		6. Agree and set future meetings. 7. Publish meeting papers on PCC Website.	Witness Care referral rate improvement plan in place. 7% uplift in referrals to date. WCU nominated for an improvement award. Improvements in the number of VPS's taken and attached to Police files. Audit underway to assess use in Courts. Update in Dec.	4. Performance improvement reports 5. Oversight and scrutiny reports
		(A3.2) Improve compliance with the key entitlements set out in the Victims' Code of Practice (VCoP)	Agencies are currently conducting a Victims' Code of Practice self-assessment. Analysis to be carried out in Dec. Report to the Victims Board in Dec	OPCC, LCJB, Victims' Board. Exception reports will be highlighted to the PCC.
A.4	Make sure victims and survivors get effective services, enabling them to cope and recover and reduce their chances of revictimisation	(A4.1)(1) Develop commissioning intentions for the term of office (2) Contract monitoring linked to outcome frameworks (3) grant/commissioned activity based on need and score card intelligence	Ongoing contract monitoring in place. Independent audit report on the grant and commissioning processes received providing PCC with 'significant assurance'.	Contract and grant monitoring
		(A4.2) Gap analysis with Victim Support to identify gaps in the market place.	Final visits all booked in, and meetings planned with Deputy PCC to go through findings and action plans where necessary / celebrate successes.	Delivery plan monitoring
		(A4.3)(1) Develop a commissioning strategy for domestic abuse, working with local authorities and public health to increase IDVA, and MARAC capacity	Commissioning intentions drafted and now being used in budget setting for services to be commissioned next financial year.	Delivery plan monitoring
		(A4.4) Develop a commissioning strategy for serious sexual offences	Budget planning has commenced for 2018-19 where service provision has been ring fenced for the year. Work underway to develop outcome measures to align with MoJ requirements for forthcoming year, and ongoing monitoring of contracts to provide assurance to PCC of value for money and strategic delivery.	Delivery plan monitoring
		(A4.5) Develop a commissioning strategy for CSE	Budget planning has commenced for 2018-19 where service provision has been ring fenced for the year.	Delivery plan monitoring

			Work underway to develop outcome measures to align with MoJ requirements for forthcoming year, and ongoing monitoring of contracts to provide assurance to PCC of value for money and strategic delivery.	
		(A4.6) Retender the Victims Support contract	Presentation to West Mercia Chief Officer Group of the benefits and risk paper for future victims' provision received a positive response. Work is now underway to ascertain the feasibility of continuing this into a full business and strategic design process with Warwickshire. Expected business case to be presented at AGG in December.	Delivery plan monitoring
		(A4.7) Work with Warwickshire OPCC and Victim Support to develop an exit Survey	Presentation to West Mercia Chief Officers Group of the benefits and risk paper for future victims' provision received a positive response. Work is now underway to ascertain the feasibility of continuing this into a full business and strategic design process with Warwickshire. Expected business case to be presented at AGG in December.	Delivery plan monitoring
		(A4.8) Develop and undertake joint commissioning of SARC provision across the West Midlands region	Tendering of provision complete and embargoed.	
		(A4.9) Improve the automatic data transfer (ADT) from the Police to Victim Support Services	As per the previous update, work is underway to improve the quality of referrals to victims support. Key risks associated with the transition to Athena still exist. Manual work arounds have been identified to reduce the risk, but further work is required to identify automated data transfers. .	Victims' Board
		(A4.10) Improve the capture rates of mobile phone contact details in order to drive up rates of automated SMS contact	As per previous update, on-going dip sampling and audits are taking place. This has improved overall quality of information captured on the MG-11. While there is still room for improvement, performance is improving and progress has been made over the last quarter.	Victims' Board
A.5	Work with government to further enhance services for	(A5.1) PCC supporting the work of the APCCs Criminal Justice and Victims' reference group, which provides feedback and input to the MoJ.	As per previous updates, continuation of work to achieve target.	Delivery plan monitoring

	victims, survivors and witnesses locally	(A5.2) Head of Commissioning to engage regularly with the Ministry of Justice and our designated Relationship Manager. To meet and update the lead for victims within the Ministry of Justice in addition to representing West Mercia on National steering groups regarding policy and funding.	As per previous updates, continuation of work to achieve target.	Delivery plan monitoring
		(A5.3) Work with the Home Office to facilitate funding provision of local refuges to support survivors of domestic abuse.	Funding has been allocated to Local authorities. This action is completed.	Delivery plan monitoring
		(A5.4) Work with Citizen's Advice Witness Service to improve victim and witness experience in the Courts.	The area is working with the MoJ and partners re: commissioning witness services. In addition the area is working with NHSE on the commissioning of Adult SARC services. The area has successfully worked in partnership to deliver a regional paediatric SARC services.	Victims' Board Delivery Plan monitoring Performance Mgt. Audit and scrutiny
A.6	Support the appropriate use of restorative justice	<ol style="list-style-type: none"> 1. Commission an appropriate service provider to deliver RJ interventions across West Mercia. 2. Design and implement an RJ gateway service 3. Design and implement an appropriate triage process which effectively manages RJ referrals. 4. Consult and implement service level agreements between the CJS and the preferred provider. 5. Effective contract and programme management. 	<ol style="list-style-type: none"> 1. RJ Service commissioned. Delivery Manager appointed. 2. RJ Delivery Manager working with agencies and partners to develop referral pathways and gateway. 3. RJ Delivery Manager has introduced triage system. 4. RJ Delivery Manager has drafted service level agreement. SLA to be signed off by partners and presented at Victims' Board 5. RJ programme board set up and appropriate contract management in place. <p>Overall, RJ programme is going well. Currently working with partners to develop an appropriate outcome and performance framework.</p>	<ol style="list-style-type: none"> 1. RJ programme board 2. Performance management reports 3. Programme highlight reports. 4. Contract management reports

Building a more secure West Mercia

Policing element:

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 Making sure the police provide the right response to incidents at the right time	(2.1.1) The DCC for Warwickshire is the strategic lead for the alliance and represents the forces at national level. (1) Create a Strategic Vulnerability Board (SVB) to provide oversight of all strands of vulnerability and governance of a new overarching Vulnerability Strategy (2) Develop and implement a Vulnerability Strategy based on vulnerability themes identified at a national level. (3) Develop and implement a programme of vulnerability training. (4) Development of a training DVD on vulnerability and a comms strategy to support the vulnerability work.	A decision was taken not to have a large public launch of the strategy - a targeted roll out to local stakeholders to be implemented. A delivery plan for the strategy has been developed, combining the relevant actions from all existing delivery plans into one in line with the strategy; the OPCC has commented on the actions. West Mercia has been accepted as a volunteer for the College of Policing Vulnerability training. This will be delivered over a 16 week period between December and March 2018. The classroom size means that approximately 888 personnel out of 2888 won't receive the training. L&D will be licensed to carry out the training and estimate a further 12 weeks to cover all staff.	1) Strategic Vulnerability Board (2) WM - PCC holding to account session (3) WM PCC rep has attended the vulnerability training and briefed the PCC
		(2.1.2) Improving and sustaining the performance of the Operations Communications Centre (OCC) and making available other alternative methods for the public to easily contact the police, which reflects the changing ways the public wish to communicate with organisations. (Cross reference to 3.4)	(1) Improvement in public confidence from 78.1% to 80.7% (year ending June 2017; CSEW data published in October 2017). This increase in confidence has resulted in a considerable improvement in ranking from 8th to 4th in the MSG. Public confidence in West Mercia is now above the national average (but remains below the MSG average). (2) 999 - % answered within 10 seconds has decreased in October and is just below the 90% expected standard. Performance was slightly below expected volumes. 101 - whilst performance was slightly below the 80% expected standard, performance for 101 was notably above the projected and predicted position. A number of explanations have been put forward for the decrease in performance including ST demand caused by athena process realignment, release of some police officer resilience back to the LPAs.	Weekly/monthly/quarterly performance reports & holding to account sessions

			increase in ST sickness and training of call handlers in control / dispatch function.	
		(2.1.3) Response	(1) See above. (2) In depth performance information not included in November summary report as volumes were not exceptional.	Monthly /quarterly Performance reports
2.2	Working closely with partner agencies to reduce harm and prevent victimisation	Proactive representation by the police in: (1) MASH (2) MARAC (3) MAPPA (4) IOM (5) Adult and Children's Safeguarding Boards	In August, 28% (1,409) of all victims were repeat victims (subject to at least one further offence in the last 12 months). This is a volume decrease from the peak in July (1,551) but this repeat rate is in line with previous months. 22% (318) repeat victims were victims of Domestic Abuse. Risk management plans are in place for the most vulnerable victims.	Crime Reduction Board
2.3	Proactively finding the causes of crime so threats are identified and targeted before they escalate. Working more effectively with partners and local communities to prevent, resolve and reduce crime and anti social behaviour	(2.3.1) Operation of a proactive and responsive intelligence function.	A review of the intelligence and performance departments within the force is complete. The two departments have been brought together to provide a more efficient and enhanced service.	
		(2.3.2) Proactive representation by the force at Community Safety Partnerships and community groups as appropriate	The force are represented at all five CSPs within West Mercia. The local policing Superintendent for Shropshire is seeking chairmanship of that partnership	Attendance by PCC / Officers at CSP meetings
		(2.3.3) Implementation of the National Serious and Organised Crime Strategy requirements to work in partnership with other organisations to tackle those individuals and organisations causing most harm. Known as the Joint Policing Panel (JPP) in West Mercia.	Governance arrangements agreed. The West Mercia Crime Reduction Board will provide strategic governance for Serious Organised Crime. Community Safety Partnerships and SOC Groups will take on local governance arrangements. The lead Supt and the OPCC pulling together an assurance framework and report for the December CRB meeting.	Crime reduction Board
2.4	Ensuring partnership commitments are fully implemented and delivering the best possible results,	(2.4.1) Working with partners to implement the Reducing Reoffending Strategy	PCC Strategy in place. Increased investment in IOM desistance programmes. Improved performance management systems in place to monitor and track repeat offending. Governance arrangements and contract management meetings taking place. CRC	>Community Safety Partnerships meetings,

	including West Mercia's Reducing Reoffending Strategy and Mental Health Crisis Concordat		performance not meeting expectation. Senior Management meetings have taken place. CEO of CRC removed.	>Crime Reduction Board, >RJ Programme Board, >Local Reducing Reoffending Boards. >IOM Board
		(2.4.2) Mental Health - the force is signed up to the Mental Health Concordat and supports the local delivery plans,	Concordat successfully agreed. Local Concordat Boards set up. West Mercia Strategic Concordat Board stood down. Ownership of Concordat objectives sit with local boards. Review of places of safety completed. Gaps in local provision identified. Working group established. Funding secured to establish a liaison and diversion scheme in Worcestershire. S136 detentions remain low.	>Crime Reduction Board. >MH Concordat Strategic Board. >Strategic Custody Users group
2.5	Working with West Mercia Safer Roads Partnership and others to improve road safety, using practical, evidence led approaches to enforcement and education, reducing the number of deaths and serious injuries	1) Reinvigoration of governance and reporting mechanisms (2) Co-ordination and re-commissioning of young driver training initiatives	(1) - SRP have completed their move to Droitwich Police Station, saving accommodation costs overall. There are now 19 Community Speed Watches, 14 of which are active and 5 pending. (2) Pathfinder Driving experience for under 17s expanded for October half term to Cosford as well as Throckmorton.	Safer Roads Partnership Governance Board
2.6	Work with partners to increase the proportion of hate crimes reported to the police	This work is ongoing. The force has refreshed its hate crime policies and procedures with its Independent Advisory Groups and others. The diversity team review all reported hate crimes and incidents to help identify any trends and ensure victims receive the best level of service.	Hate crime satisfaction was taken to HTA in Oct due to the continuing deterioration of satisfaction rates. The DCC provided assurance that the Warwickshire model would be looked at again and clear action will be taken. A copy of a draft plan in relation to hate crime satisfaction is due to be shared with the OPCC ahead of the November HTA meeting (30/11/17).	Strategic Diversity Board

Police and Crime Commissioner's Commitments:				
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. Cross reference to A3 (Victims Board and A4(Needs Assessment))	(B1.1) Mobile App scheme: (1) Developing and building a mobile app aimed at 12-14 year olds. (2) Launch event for the app (3) Evaluation and consideration of future development	Launch event successfully completed, good level of publicity following event. Long term comms plan has been developed and app is now in the promotion stage. Further development will include evaluation to inform future of app.	Delivery plan monitoring
		(B1.2) Perpetrator programme: Explore funding opportunities for a perpetrator programme across West Mercia	Dame Vera Baird has supported the Drive project and the revised bid has been submitted to the PTF fund for consideration. £2.86 million has been awarded to the project. The amount awarded is significantly lower than the bid submitted and work is now underway to determine how best the project can be effectively delivered locally.	Delivery plan monitoring
B.2	Make sure public funding used in support of this objective is allocated responsibly, is outcome focussed and based on proven need. Use a commissioning framework to ensure funding for community safety partnerships represents value for	(B2.1) (1) Use Commissioning Strategic Frameworks / scorecards in the determination of funding allocation. (2) Update scorecards on a quarterly basis to provide quantitative data (3) Carry out needs assessment.	Score cards now finalised and awaiting final sign off by Commissioning team.	Delivery plan monitoring
		(B2.2) Development of KPIs associated to outcomes:	Recent discussions have taken place with Women's Aid regarding outcome based KPI's. These will be finalised in the next few weeks. We have also developed a list of outcomes for use in April 2018 onwards and linked to InPhase - KPI's for these outcomes and outputs to be developed over the coming months.	Delivery plan monitoring

<p>money. Develop strong partnerships that deliver our shared outcomes.</p>	(B2.3) Develop and implement social value criteria for grant and commissioning applications	No further work has been completed on this - will look to work on it for 2018/19 application form	Delivery plan monitoring
	(B2.4) Outcome Star review: (1) Complete the pilot of the outcome star involving 10 grant recipients.(2)Work with Triange Consultancy to evaluate the pilot (3)Roll out of the project to a wider groups of grant recipients, including training and familiarisation.	Next delivery plan update due January 2018	Delivery plan monitoring
	(B2.5) Extend the target age range of the existing diversionary model: Introduction of a tier 2 grant aimed at the 13-16 year old age group	This action has been completed. The grant round took place in March 2017, subsequent grants were awarded to organisations and the extended network is now in place being overseen by the Head of Commissioning.	Delivery plan monitoring
	(B2.6) Analysts working group: Hold regular workshops with analysts from CSP, police, IOM and public health seeking to improve awareness and sharing of knowledge between analysts. Improve communications, reduce and embedding the use of the balanced scorecards into the analyst function	These sessions are currently on hold pending a business case which is being written to assess options for the analyst functions.	Delivery plan monitoring
	(B2.7) Diversionary sporting activities for children and young people:(1) Review the independent evaluation from Loughborough University of a two year trial into effective sports interventions for diversionary activity (2) Subsequent activity to be determined	A set of guidelines have been produced following the trial to identify the requirements of an effective sports based intervention when trying to reduce crime and anti-social behaviour in the community. These will be sent out to CSP's and other PCC funded organisations..	Delivery plan monitoring
	(B2.8) Schools Programme initiative: (1) Scope of programme to be identified and agreed (2) Subsequent activity to be determined	Review has been delayed to ensure that the relevant LCSB's are consulted and can assist with the work to obtain larger response rate to consultation taking place. Work now expected to be completed by Dec 17.	Delivery plan monitoring
	(B2.9) PCC Project Fund: To be developed	Project fund has been allocated to be spent on ROCK telephone box project. Additional requests for funding to be used from CA fund.	Delivery plan monitoring

		(B2.10) Undertake a review of the PCC funding allocations to CSPs and the outcomes the funding achieves. Any subsequent changes to be implemented from 18/19 onwards.	Some initial discussions have taken place around funding for CSP's for 18/19 but further discussions to be had before final decision is made.	Delivery plan monitoring
		(B2.11) Undertake a review of the PCC funding allocated for CCTV schemes across West Mercia: (1)Request for information on existing schemes to be sent to all CSPs (2)CSPs to be invited to submit funding requests for 17/18 only.	Review now complete and a subsequent funding policy has been created and distributed to all of the CSP's. The PCC has also agreed funding of up to £65k per CSP areas up to end of March 2020. This funding policy will now be implemented for any future CCTV applications.	Delivery plan monitoring
B.3	Make sure the Safer Roads Partnership responds to community concerns as well as working to reduce deaths and serious injuries on our roads	Pathfinder Project, teaching young people how to drive safely: (1) Develop a project specification seeking to introduce the programme across the whole of West Mercia.	so far, the following events have been booked - Throckmorton – October and April 2017/18/19/20 Cosford -October 2017, thereafter working on alternative venues Herefordshire - April and October 2018, 2019, 2020	Grant monitoring
B4	Provide oversight and support to West Mercia's Reducing Reoffending Strategy	1. Consult and produce a partnership strategy designed to tackle and reduce reoffending. 2. Design, create and implement a delivery plan which supports the strategy.	Strategy in place. SWOT analysis of IOM undertaken. Report on what's working well and areas for improvement due to be reviewed at the PCC's crime reduction board on the 22nd of Sept	1. PCC's Crime Reduction Board 2. Programme highlight reports (IOM and Reducing Reoffending boards). 3. Oversight and scrutiny reports (CSP, Reducing Reoffending Boards, IOM).
B5	Work with my counterparts in the West Midlands	(1) Monitoring of Police Reform and Transformation Programme, including Specialist Capabilities Board in particular	(1) The Special Capabilities Programme has made changes to its governance structures and there are now arrangements which means that OPCCs and Forces in the wider West Midlands region will be	PCC and Chief Executive attendance at regional PCC

	<p>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>(2). Reinvigoration of Regional capabilities governance</p> <p>(3). Build into Assurance and Holding to Account Programme</p>	<p>represented on the Programme Delivery Board. Chief Constable Anthony Bangham (West Mercia Police) and PCC Matthew Ellis (Staffordshire OPCC) were selected as the regional representatives for the wider West Midlands region. The Regional Policy Officers (RPOs) will continue to support senior colleagues in the region as they support the delivery of the Specialist Capabilities Programme.</p> <p>(2) RPO submitted reports on the impact of the Armed Uplift Programme and the performance of the National Police Air Service to the Regional Governance Group in October. The reports made a number recommendations for forces and OPCCs to consider. These are being considered in the appropriate forums.</p> <p>(3) The RPO continues to engage with the alliance roads policing feasibility group, providing oversight and ensuring that a new model should remain interoperable with CMPG.</p> <p>(4) The RPO submitted a report on the use of financial investigation in policing to the Regional Governance Group meeting in October. The report made recommendations which are being considered by senior OPCC and Force colleagues across the West Midlands region</p>	<p>meeting. Scrutiny by regional PROs. Scrutiny via AGG. Regional POs providing regular updates</p>
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Reforming West Mercia

Policing element:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
3.1	<ul style="list-style-type: none"> • Ensuring the alliance transformation programme delivers a better, more efficient service to the public • Ensuring there is strategic planning for the future of policing in West Mercia • Invest to save, so the force can be more adaptable and make best use of its resources 	Development and implementation of the transformation programme	Interim policing model design nearing completion. Aiming to deliver a change to the two forces' shift pattern wef 1 Apr 18, and to secure the capacity increases enabled by mobile working. Communications and engagement continues with officers and staff to ensure they are involved in the policing model and shift pattern work.	(1) Transformation Board (2) AGG
3.2	Delivering new fit for purpose technology and making best use of it	(3.2.1) Mobile Working Programme.	Mobile Working has delivered all of the Smartphone and Laptop technologies and after the deployment of Docking Stations in October, this project will move to closure.	(1) Transformation Board (2) AGG
		(3.2.2) In car media	ICT tasks (IT Health Check on Tablets and installation of BoF technology at RPU sites) are planned for completion by the end of October 2017. The late delivery of replacement vehicles from BMW has adversely affected the original expected project completion date as the current delivery schedule indicates that this will not complete until March 2018.	
		(3.2.3) Telematics	Almost all vehicles installed and user identification fobs issued. Benefits realisation analysis to commence November 17	

		(3.2.4)Body worn video	Phase 2 scoping is underway to advise on costs of expanding BWV to other areas such as CID and West Mercia CMPG staff.	
		(3.2.5) Data network and desk top rollout	Migration of desktop technology to the new network is due to complete in November 2017, however the benefits realisation of Data Network replacement is reliant upon decommissioning of the legacy network which cannot be completed until telephony is fully rolled out and OCCs moved off legacy Call management/C&C systems.	
		(3.2.6) Athena	Athena go live successful 4/10/17 with back record conversion. Initial user issues in process of resolution.	
		(3.2.7)Gazetteer	Corporate Gazetteer is now delivered.(Action completed)	
		(3.2.8)Digital Forensics	Planning underway, to be released for consideration by January 18	
3.3	Ensuring the force has fit for purpose buildings and contact points which best meet the needs of local communities and the organisation. (Cross reference 3.4)	(3.3.1) Estates Programme	Alliance Strategic Estates Manager commenced 30/10/17. Estates Strategy and Asset Management Plan under development.	Property Board
		(3.3.2) Replacement of Shrewsbury Police Station	Operational requirement under development	
		(3.3.3) Replacement of Hereford Police Station	Outline business case now under development	
3.4	Delivering the operational control centre programme on time and on budget to improve force resilience	Building of a new OCC	VMB-SAAB technology design and commercial issues have adversely impacted OCC operational Go-Live date. All other parts of the programme are progressing to plan. Buildings will be available for occupation as scheduled end Dec 17. Non OCC departments will be migrated by mid/end of February 2018.	IPCAC
3.5	Making sure the force has the right contact channels for the public and that it provides the right	Development and implementation of the channel shift programme which will support a wider range of ways to interface with the force: online payments; web chat; self-service etc	The digital change team are reviewing OCC demand to see the most appropriate forms of contact which can be moved to digital, A number of quick wins are being delivered to make the current website more customer facing and two Digital Contact Officers are being	

	response every time. (Cross reference: 1.2 2.1.2)		recruited. The work ties in with a proposed national move to a single police website.	
3.6	<ul style="list-style-type: none"> • Understanding, investing in and developing the force's officers, staff and volunteers to make sure they are reaching their full potential • Properly investing in the workforce and developing staff 	<p>The People Strategy provides the strategic direction for the organisation with regard to organisational development, leadership development and learning.</p> <p>Activity in Support of the People Strategy includes:</p> <ul style="list-style-type: none"> >A Talent Management Programme has been developed and is to be implemented. >A Strategic Training Panel provides oversight of the L&D training programme to ensure organisational training needs are identified. >PDR process 	<ul style="list-style-type: none"> >Ensuring there is sufficient organisational capacity to reach required service levels whilst managing abstractions for training remains a challenge. Work is underway to ensure people booked on courses do not drop out at the last minute due to work demands. >The Athena training programme was completed in advance of the go live date. > Planning is underway to commence the West Mercia vulnerability training roll out. 	
3.7	Ensuring a stable workforce which better reflects the demographic make up of our communities	The People Strategy provides the strategic direction for the organisation with regard to its people.	The proportion of BME officers is 2.56% in line with projections and an increase compared to March 2016. % of BME specials in WMP is 2.90% and lower than WP (8.85%). In order to be representative, 4 WMP BME officers would need to be recruited. Target for female officers remains at 35%. The current national average is 28.6%. There has been a small increase in % of female workforce which is currently at 30.76%. CC has provided assurance that WMP is in a stronger position than a lot of forces. The Diversity and Inclusion Group focus on representation and recruitment and feedback to SDG. The D & I group have an action plan and project plan which includes a number of actions and tasks which aim to improve transparency of recruitment processes and to improve representation within the work force. Tasks started in Sept include quarterly protected characteristics recruitment audits, implementation of blind recruitment practices, use of network members as observers in interviews and the development of 'staff stories'.	Strategic Diversity Group

3.8	Increasing the number of special constables and police volunteers Refer to D5.2	(1) Develop a marketing and communications strategy (2) Ensure a streamlined recruitment and training process (3) Improve recruitment and retention	Refer to D5.2	Citizens in Policing Steering Group
3.9	<ul style="list-style-type: none"> • Delivering a modern, effective and adaptable support function which responds to the needs of our service and community • Aspire to a market leading support service for policing. Refer to 3.1 - 3.8		Refer to 3.1 - 3.8	
3.10	Working alongside public and third sector partners so that together they deliver a safer West Mercia. Refer to 2.2-2.6.		Refer to 2.2-2.6	

PART B: Police and Crime Commissioner's Commitments

Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
C1	Work with Warwickshire's Police and Crime Commissioner to provide governance and oversight of all		Refer to 3.1	

	the modernisation programmes across the alliance Refer to 3.1			
C2	Support the health and wellbeing agenda within the alliance	(C2.1) Ongoing scrutiny of staff and officer sickness levels. (2) Review of annual staff survey	PCC has provided feedback on Durham Survey question options via the Health & Wellbeing Board. First part of the alliance staff survey goes live on 20 November 2017.	Holding to Account, AGG, Performance reports, Health & Wellbeing Board
		(C2.2) Develop and launch the Behind the Badge Campaign to highlight violence against officers and staff	Second phase launched, with significant engagement on social media, and through local media. Ongoing engagement at a local level with partners, focusing particularly on night time economy and changing offender behaviour through probation/ youth/prison services.	
C3	<ul style="list-style-type: none"> • Give leadership to the force and partners in forging new collaborations to deliver efficient and improved public services • Join up services and commissioning with partners where there are operational and financial benefits 	(C3.1) Fire and Rescue Service Business Case	Consultation responses acknowledged and replied to. Business case submitted to Home Office. Awaiting Independent Assessment	Regular reports to Police and Crime Commissioner and Chairs of FRA
C4	Jointly monitor the National Specialist Capabilities Programme and respond to any changes arising from it		Staffs PCC nominated as Regional lead PCC for national SC Delivery Board..	

Reassuring West Mercia's communities

Policing element:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
4.1	Ensuring the Police Code of Ethics is embedded within the force's culture, and is adhered to	Regular communications on vision and values; website pages. Head of Professional Standards emails out regular ethical dilemmas, learning and outcomes from PSD	Dip sampling visits including briefings from PSD ongoing. A new format has been introduced for PSD performance meetings. The first meeting under the new format will take place on 14/12/17. The meeting will be attended by the PCC's Policy Officer, a complaints manager and the head of PSD. The meeting will focus on the latest data as published by the IPCC as well as issues in regards to suspended officers/staff and misconduct. The Policy Officer to attend the December meeting of the Alliance Internal Ethics Committee as an observer. HMIC Legitimacy report (focused on fairness and respect towards the public and work undertaken by the force to ensure that the workforce behaves ethically and lawfully) will be published on 7/12/17	>Monthly Holding to account meeting; >TIE Committee; >Dip Sampling of Police Complaints; >Civil Claims monitoring >PSD Performance meetings
4.2	Delivering new online platforms for communicating and engaging with the public and partners, alongside traditional and existing methods.		Refer to 3.5, 1.2 & 2.1.2	
4.3	Proactively publishing information to demonstrate the force is working ethically, and enable good governance	Ongoing. The force website is kept up to date with relevant information	PCC continues to work with force on change programmes and national website options. Some concerns raised about delivery of digital channel shift. Public confidence figures published showing increasing levels of confidence in the force.	Improve Public Contact & Comms Programme Board

4.4	<p>Engaging with the public and acting on their concerns locally Making sure people get an individual response based on their specific needs, and they understand the service they can expect to receive Work with local people and partners to give visible reassurance on frontline neighbourhood policing. Cross reference 3.5</p>	<p>Development of a Contact Management Strategy which sets out the service standards the public can expect to receive when having contact with the alliance</p>	<p>Refer to 3.5</p>	
4.5	<p>Ensuring the force is visible and accessible both in communities and online.</p>		<p>Refer to 3.5, 1.2 & 2.1.2</p>	
4.6	<p>Making sure all communities, individuals and staff are treated equally, fairly and respectfully by the force</p>	<p>The equality and diversity work programme seeks to develop and deliver the force equality objectives. There are 3 objective areas: operational; organisational and people and culture. The force has active Independent Advisory Groups (IAGs) in place; geographic and thematic who offer impartial advice to the force</p>	<p>Agenda template produced for Strategic IAG and approved by SDG. The new template ensures that information is fed into SDG and vice versa. Template also takes into account the scheduled thematic reviews (although these items are being reviewed by ASI to ensure they fit with the force planning cycle). It was agreed that there would be a strategic IAG group and then 2 tactical groups, both of which would be serviced by the Strategic Advisor and would sit within ASI. ASI have also been asked to review the overarching diversity strategy for the alliance to clarify objectives, the role of the strategic advisor and links with IAGs. Once this work has been finalised it will be</p>	<p>>Strategic Diversity Group >Strategic IAG</p>

			brought back to SDG. The Development Strategy which encompasses all internal issues related to diversity and inclusion has been signed off and will feed into the Diversity & Inclusion Group.	
4.7	Ensuring West Mercia Police complies with the Best Use of Stop and Search Scheme	<p>West Mercia Police was suspended from the national Best Use of Stop and Search Scheme (BUSS) in February 2016 for noncompliance. A small team was established to address the causes of noncompliance and to bring about change within the alliance to ensure future compliance. In addition Northamptonshire Police undertook a peer review.</p> <p>The following changes were identified in order to become compliant: recording and publishing outcomes, introducing Ride Along scheme and strengthening the involvement of communities with community triggers.</p> <p>HMIC undertook a re-inspection in August 2016</p>	<p>Work is ongoing to develop a scrutiny method for the use of body worn video evidence in relation to stop and search; initially the IAGs will be utilised and ways of engaging young people in the process are being explored. A dip sampling is planned of stop and searches where drugs is stated as the grounds for the search to ensure the powers are being used proportionately. The ride along scheme has had a positive take up but there are not enough young people taking part. To tackle this issue, colleges have been approached in the Worcestershire area to pilot a ride along scheme specifically targeting young people to take part in.</p>	<p>>Stop and Search Strategic Group. >Strategic Diversity Group</p>
4.8	Working with partners to improve prevention and understanding of cybercrime, ensuring the strategy is fully implemented and emerging threats are tackled	<p>Cybercrime is a strategic priority for the force and is identified as a national risk in the Home Secretary's Strategic Policing Requirement (SPR). A revised Cyber Crime Strategy for the alliance sets out the approach to cyber. This is supported by a draft delivery plan. Work in ongoing to create a tactical partnership delivery group to support the strategy and to build and strengthen partnership opportunities.</p> <p>A programme of mandatory online cyber training packages has been developed to raise awareness and understanding amongst officers and staff. Work is ongoing to develop training for Victim Support Staff which is scheduled to be implemented in Spring 2017.</p> <p>The Business, Rural and Cyber Crime (BRC) coordinators provide support to the cyber strategy</p>	<p>In mid-August Chief Officers gave approval to create an Alliance Cyber Unit from within Protective Services resources from Crime Management, PVP and specialist intelligence, and from revising management responsibilities within Crime Management. Strategic governance meeting has been called by the ACC and the DPCC and policy officer will be attending, and will be raising the limited progress made in developing the West Mercia tactical partnership group as an issue.</p> <p>Following the Strategic Meeting work is now underway to progress the tactical group which will be meeting early in the New Year.</p>	<p>>Briefings >Cybercrime strategic governance group</p>

		through awareness raising and cyber-crime prevention advice to communities, businesses etc. There is a rolling corporate communications plan, #BeCyberSmart, which supports and promotes structured communication campaigns across the alliance.		
4.9	Making sure voices and priorities are heard and acted on from within our rural communities, via the Rural Matters plan to ensure their specific needs are addressed	The alliance tactical plan (Rural Matters) sets out 7 key strands of activity in support of the force approach to rural matters. The local policing superintendent for Herefordshire holds the alliance portfolio for rural and business and oversees delivery against the tactical plan. There a number of Rural, Business and Cyber (BRC) Coordinator and other support posts across West Mercia, supported by PCC funding, to provide local delivery in support of the tactical plan.	All five rural and business officer posts have been successfully filled and there is now one located in each policing area, line managed by the Sergeants in the harm hubs. Each officer has been tasked with leading on specific elements of the rural and tactical plans as well as addressing local needs. The PCC's office has developed an activity monitoring form for the officers to complete and submit on quarterly basis. A launch of the roles by the PCC is planned in October / November.	>Briefings >Quarterly tactical meetings >Update reports on PCC funded initiatives
4.10	Working with businesses and partners through the Business Matters plan to ensure business crime is addressed effectively	The alliance tactical plan (Business Matters) sets out 7 key strands of activity in support of the force approach to business matters. The local policing superintendent for Herefordshire holds the alliance portfolio for rural and business and oversees delivery against the tactical plan. There a number of Rural, Business and Cyber (BRC) Coordinator and other support posts across West Mercia, supported by PCC funding, to provide local delivery in support of the tactical plan. The BRC teams have continued with locally tailored support across all 7 strands of the initiative.	As above. All five rural and business officer posts have been successfully filled and there is now one located in each policing area, line managed by the Sergeants in the harm hubs. Each officer has been tasked with leading on specific elements of the rural and tactical plans as well as addressing local needs. The PCCs's office has developed an activity monitoring form for the officers to complete and submit on quarterly basis. A launch of the roles by the PCC is planned in October / November.	

Police and Crime Commissioner's Commitments:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
D.1	Make sure police follow custody rules and treat detainees safely and fairly, via an Independent Custody Visitor Scheme	(1)Recruitment and continuous training of the volunteer workforce. (2)Attendance at ICV local panel meetings. (3) Development and implementation of the electronic custody recording database across the alliance. (4) Providing data to & working closely with the Independent Custody Visitors Association (ICVA). (5)Attendance at national events concerning custody visiting (6)Publish an annual report (7) MOU for each ICV	>Training of ICVs and custody inspectors ongoing. >Meeting arranged with development company for further updates of electronic system, with a view to finalise 'Go-live' date. >Attendance of Scheme Administrator at Police Open Days alongside ICVs to promote work of ICVs, handing out refreshed, prepared flyers informing public of role, and inviting expressions of interest for future recruitment drive. >Attendance at national training days held by the ICVA in London during Aug and Sept 2017. Active involvement in ICVA Regional Conference at Lloyd Hse, West Mids, 16th Sept '17. >Planning started for Refresher training for Alliance ICV volunteers early 2018. >Autumn panel meetings arranged, with input at two of them by DPCC.	Attendance at the strategic custody users forum (SCUF) and the Custody Users Group (CIG) by Warwickshire OPCC
D.2	Develop and publish a Communications and Engagement strategy, setting out how I will actively engage with communities and monitor performance	Develop, publish and implement a new Communications and Engagement Strategy, supported by a strategy delivery plan. Refer to the Communication and Engagement Delivery Plan for all related activity	Analytics carried out demonstrating significant uplift in website traffic as well as newsletter subscriptions. Website traffic increased to 15,000 unique users this year, and newsletter subscriptions up by 56% in 12 months. Recent social media content has been very effective - the Behind the Badge video case study in particular attracted over 10,000 views and reached around 30,000 people. Media logging also shows around 500 separate items of media coverage in the last 12 months.	Monitoring of Strategy delivery plan on a quarterly basis
D.3	Launch a new Commissioner's Ambassador scheme to deliver more engagements,	(D3.1)Commissioner's Ambassador Scheme: (1) Design and establish a new Ambassador programme. (2)Recruit ambassadors (3) Identification of engagement appropriate for CA engagement (4) Identification of priority	Ambassadors now have details of grant recipients and they are in the process of visiting them. They will carry out these visits to build contacts, vary the group types they visit, as well check they are achieving their outcomes. Ambassadors have now carried out a total	Monitoring of CA programme

	relationships and local links across our communities	demographic and geographic communities (5) CAs to provide written feedback on all engagements (6) Provision of central support and materials etc to ensure CAs represent the ambassador appropriately.	of 377 engagements in the last year. Meetings have been held with Ambassadors this month to review activity and assist them where necessary with contacts and direction.	
		(D3.2) Ambassador Grant Scheme: (1) £40k allocated for CA identified projects (2)Development of grant scheme and associated processes (3)Ongoing monitoring of grant scheme	Ambassadors still have money available in their pot, so have been reminded to use the funds while still available. Some of the money has been used to fund other community initiatives through the PCC. Ambassadors received updated feedback forms and instructions on use, including score cards that are used by the commissioning team, to make the process easier for people. It has been fed back that some groups find the process too lengthy to apply for such small funding. The amount of money left is - £19,190.00.	
D.4	Ensure that the police and partner organisations are active and effective in tackling the issues that are important to our communities	(D4.1) PCC Confidence and satisfaction survey: (1) Explore shared opportunities with other PCC offices (2)Design a contact specification (3)Procurement exercise to identify suitable service provider (4)Subject to securing a provider, introduce a confidence and satisfaction survey across West Mercia	To avoid any issues around use of victims data the decision has been made to remove this element from the contract. Additional information requested by procurement on question areas has been provided. Now awaiting confirmation from procurement on the revised tender. This has been chased with procurement a couple of times but they have not provided any update as yet on where they are up to.	Delivery plan monitoring
		(D4.2) Environmental Scanning via: (1) Daily media monitoring (2) Social media monitoring (2) Monitoring of Ambassador feedback (3) Monitoring of correspondence log (4)Formal consolation responses	Daily monitoring continues both of media and social media activity. Social media is growing steadily, aided by paid advertising for the fire consultation and continued use of produced video content. An increasing number of vexatious comments are being left on social media platforms, which require frequent attention and effort to manage. Media coverage has been heavy due to the fire consultation and AB1 car registration sale. For correspondence monitoring see D6.1. For Ambassador feedback see D3.1.	Delivery plan monitoring

		(D4.3) Responding to key / strategic public and other consultations, seeking to influence outcomes that support the Safer West Mercia Plan	The PCC continues to respond to key and strategic public consultations.	Consultation plan
D.5	Involve, engage and empower communities in the delivery of my plan through more opportunities for active citizenship and volunteering	(D5.1) Regular, consistent and targeted communications messages highlighting the difference communities can make and the opportunities available (Cross reference D2).	Behind the Badge phase two now being prepared for roll out. Comms & Engagement campaign also soft launched around economic crime. Messages also issued this month around subjects such as dementia and protecting vulnerable people, the Rocksprings garden project in Shropshire, and the police's knife amnesty.	Delivering plan monitoring
		(D5.2) Support West Mercia's Police Cadets, Citizens' Academies and police Support Volunteer Scheme: (1) Attend, monitor and influence the alliance Citizens in Policing meetings (2) Funding for Police cadets scheme	Attended latest Citizens in Policing Meeting and a number of actions taken forward around Watch Schemes and BWV for Special Constabulary.	Citizens in Policing Steering Group
D.6	Be open and transparent in all the decisions and appointments I make and in the way I hold the Chief Constable to account	((D6.1) (1) Monitoring of website for compliance and timeliness. (2) Monitor compliance with statutory publication regulations. (3) Publish relevant paperwork from meetings (3) Publish an online decisions log. (4) All appointments are advertised on the PCC's website, via relevant recruitments sites and internally. (5) Ensure all correspondence is logged and responded to in a timely fashion (6	The website continues to be monitored on a monthly basis. The fire business case has been uploaded, along with supporting documents, now that it has been submitted.	Website management plan
		(D6.2) (1) Complete annual review of the Corporate Governance Framework (2) Complete annual review of the Treasury Management Framework	(1) and (2) Completed August 2017	JAC
D.7	Work with the police to publish information arising from recommendations in HMIC or other strategic reports	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. Media and communications teams from both the force and PCC's office are responsible for publishing media statements and managing any	Oct - There have been no specific West Mercia inspection reports published since the last update, however two national thematic reports have been published on abuse of authority and modern slavery. The PCC has been proactive in responding to media enquiries on these reports as well as seeking assurances from the force on any policing specific recommendations.	

		media interest following the publication of a HMIC or other statutory report.		
D8	Work with local people and partners to give visible reassurance on frontline neighbourhood policing (Joint PCC / CC commitment) Refer to D2 and D5		Refer to D2 and D5	
D9	Work with the force to explore, develop and implement new complaints processes in response to Policing and Crime Act 2017 changes.	The PCCs office has started collating information from other PCCs who have already established a triage service for complaints. This information will be used to support conversations with the force/Warwickshire OPCC and to potentially develop a business case for a similar model in West Mercia/Alliance.	Next update 2018	

GLOSSARY: OVERSIGHT MECHANISMS – SUMMARY OF MEETINGS

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

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

Integrated Offender Management Programme Board	Provide strategic oversight of and direction for the 5 IOM teams. Agree and implement policy, service level agreements and information sharing protocols. Address and resolve partnership issues. Provide strategic oversight of funds allocated to IOM.	Bi-Monthly
WM YJS Management Board	To provide governance of the youth justice service in West Mercia	Bi monthly
Safer Roads Partnership Board	PCC, Police and Partner meeting to provide governance of the West Mercia Safer Roads Partnership	Bi annual
Sexual Violence Co-ordinating Group	Ensure delivery of improved outcomes for victims of rape and serious sexual violence.	Quarterly
Crime Reduction Board*	To improve partnership working designed to reduce crime and reoffending	Quarterly
NAME	PURPOSE – (Safer West Mercia Plan – Reforming west Mercia)	MEETS
Transformation Board	Provide the governance for decisions made on all change and transformation against organisational objectives.	Bi-monthly
Strategic Athena Management Board	National meeting of all forces signed up to the Athena programme to provide oversight and assurance of the national programme.	Quarterly
Athena Programme Board	To lead, direct and coordinate the work that is required to focus on the delivery of the business changes that are necessary for the successful implementation of the Athena system.	Minimum bi monthly
Property Board	To ensure a fit for purpose estate is provided in the right location at optimal cost to support service delivery and thereby protect people from harm.	Quarterly
Strategic Health and Safety Group	Provides oversight to health and safety matters across the alliance	Quarterly
Place Partnership Board	Provides guidance and development of the Company so as to deliver the strategic ambitions of the partner organisations, as set out in the Shareholder agreement.	
NAME	PURPOSES – (Safer West Mercia Plan – Reassuring West Mercia’s communities)	MEETS
Improving Public Contact and Communications Board	Primary function is oversight of the OCC programme but is developing to cover all aspects of contact management and public	Quarterly
Citizens in Policing Steering Group	Oversight of recruitment of special, volunteering and citizens academies	Quarterly
Strategic Diversity Group	Police and partner meeting providing strategic oversight of all equality and diversity activity within the alliance including recruitment, hate crime, stop and search and new initiatives	Quarterly
Trust, Integrity and Ethics Committee*#	The TIE Committee exists to enhance trust and confidence in the ethical governance and actions of West Mercia Police and Warwickshire Police.	Quarterly
Strategic Custody Users Forum	Brings together police, ICVs, and service providers to provide oversight into all aspects of custody	Quarterly

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