

WEST MERCIA POLICE AND CRIME PANEL

6 February 2018

POLICE & CRIME PLAN ACTIVITY AND PERFORMANCE MONITORING REPORT (NOV 2017- DEC 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 3. 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 3 contains the latest update available to the end of December 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** – Preparatory work is underway to enable the Drive perpetrator programme to be implemented in Worcestershire. Worcestershire has been chosen as the project location as it has the highest number of cases referred into MARAC, Worcestershire Public Health are providing some match funding to support the project and because Worcestershire has a strong working MARAC which is one of the key areas required for the project to be a success.

Building a more secure West Mercia

7. **Missing Persons** – The number of missing persons has seen a 9% reduction across West Mercia. Whilst there is usually a seasonal reduction in the autumn there has been a marked decrease of 21% in Telford and Wrekin in the last

quarter. Here the local policing area has refreshed its focus on missing people as part of Operation Vesta, an initiative to reduce crime, demand and harm across Telford and Wrekin. This focus means that timely partnership meetings and interventions are in place for all repeat missing children. Operation Vesta follows the PCC's focus on Telford at his August holding to account meeting.

8. **Serious and organised crime partnership groups (JPP)** – a review of working arrangements and governance for these groups has been completed. Strategic oversight and governance will be managed through the PCC's Crime Reduction Board. This should assist in addressing HMICFRS' concerns regarding their role and governance in West Mercia.

Reforming West Mercia

9. **Operations and Communications Centre (OCC)** – The performance of the OCC in responding to both 999 and 101 calls has improved and exceeded projections. The proportion of 999 calls answered within 10 seconds and the proportion of 101 calls answered within 30 seconds increased in the last quarter compared to the previous. Abandonment rates have also reduced. The PCC continues to closely monitor performance of the OCC, which was subject to scrutiny at a number of holding to account meetings during 2017.
10. **Behind the badge** - The second phase of the campaign to stop violence against police officers and staff has been launched. This stage focuses in at local level, encouraging community groups and local leaders to engage. The most common time for assaults against police to occur is in the early hours of Friday and Saturday mornings, so a particular focus will be around the night time economy. There will also be a focus on changing offender behaviour, through probation and prison services.

Reassuring West Mercia's communities

11. **Help pages on force website** – A new section of the force website is being designed and developed to help communities and signpost to appropriate support when they have been victims of specific crimes, most commonly reported into the OCC.

Performance and accountability

12. Holding to account

The PCC has recently undertaken a review of the monthly holding to account (HTA) scrutiny meetings he holds with the Chief Constable. As a result of the review the PCC has developed a scrutiny programme aligned to the Safer West Mercia Plan for 2018 which is attached at Appendix 1.

The programme has been designed to ensure that the PCC is able to exert appropriate influence upon the force on behalf of the public, raise matters of community concern and address force performance issues. It also enables the force to raise issues. The revised HTA process will be reviewed in July 2018.

Within the year the PCC will hold:

- **Four performance sessions** – the HTA in the month after the force quarterly performance report has been published will focus on issues highlighted in the performance report. In addition national crime survey results will be reviewed in respect of confidence and satisfaction.
- **Five thematic sessions** – these will be holistic reviews of single themes, akin to the previous single issue HTA sessions. This focus will allow for more detailed scrutiny of those themes.
- **Two public sessions** – these will be open sessions to which the public will be able to attend and ask questions at the beginning of the meeting (similar to a local authority model). It is hoped that these sessions will be live web cast with the opportunity to ‘catch up’ via the PCC’s website. Advance notice will be required of public question areas and replies will be given in writing post meeting. The main content of these meetings will be from community concern issues.
- **One consolidation session** – collation of the preceding periods’ HTA activity to provide assurance outcomes set are being achieved.

The HTA meetings will continue to cover findings from HMICFRS and other reports; and notes from meetings will be published on the PCC’s website. A summary of items covered at HTAs since last reported to the Panel are included in Appendix 2.

13. HMICFRS inspection reports

In the last two months of 2017 HMICFRS published two force-specific inspection reports as part of its rolling PEEL inspection programme:

PEEL Efficiency (including leadership) – West Mercia was graded ‘good’ in the three areas of focus for this year’s inspection and received an overall grading of ‘good’; the same as last year. There are no recommendations made but there are two areas for improvement.

PEEL Legitimacy (including leadership) - West Mercia was graded ‘requires improvement’ in the three areas of focus for this year’s inspection and received an overall grading of ‘requires improvement’; the force was graded ‘good’ last year. There are no recommendations made but there are eight areas for improvement.

All recommendations / areas for improvement from HMICFRS force reports and the accompanying national report are incorporated into one of three PEEL action plans. Each action plan is progressed and managed via one of three core groups, chaired by a chief officer. The PCC is represented at each of the core groups, enabling him to maintain oversight and scrutiny of progress. In addition, the Service Improvement Board (SIB), maintains overall strategic oversight of HMICFRS and other inspection reports, ensuring organisational learning is implemented. Again the PCC is represented at SIB.

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

14. Force performance reports

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.

Members of the Panel have previously requested if the quarterly performance report contents/ summary page could be amended to include a direction of travel arrow and a red/ green colour format. After discussion with force performance leads, this amendment has not been made. The reason for this is the force is trying to move performance reporting away from the use of directional arrows and red/ green labels. Also, by drawing attention to this one dimensional view of performance it does not encourage people to read the detail within the report which gives a fuller picture of trends and additional interpretation.

The latest quarterly performance summary report published by West Mercia Police is attached at appendix 4. This reports covers the period October to December 2017. Where possible the report would usually include comparison data with the Force's most similar group, however the introduction of ATHENA has caused a short term disruption to the submission of data to the Home Office which means accurate force comparisons are not available for this report.

Risk Management Implications

None.

Financial Implications

None.

Legal Implications

None

Equality Implications

None.

Supporting Information

Appendix 1 – Holding to account meeting programme 2018

Appendix 2 – Summary of monthly holding to account question areas

Appendix 3 – Delivery Plan Extract

Appendix 4 West Mercia Police Performance Summary October – December 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

HOLDING TO ACCOUNT TIMETABLE 2018

Month	Type	Subject area ¹	Meeting date
January	Thematic	Secure Domestic abuse	Tuesday 30 January
February	Performance	Performance including confidence and satisfaction	Tuesday 27 February
March	Consolidation / thematic	Victims The victims journey	Tuesday 27 March
April	Thematic	Secure Offenders	Tuesday 24 April
May	Performance	Performance including confidence and satisfaction	Tuesday 29 May
June	Public		Tuesday 26 June ²
July	Thematic	Reform / Reassure <ul style="list-style-type: none"> • Health and Wellbeing • PSD & ethics 	Tuesday 31 July
August	Performance	Performance including confidence and satisfaction	Tuesday 28 August
September	Consolidation		Tuesday 25 September
October	Thematic	Secure / Reassure <ul style="list-style-type: none"> • Demand • Visibility • Channel Shift 	Tuesday 30 October
November	Performance	Performance including confidence and satisfaction	Tuesday 27 November
December	Public		Tuesday 18 December ²

1.The PCC reserves the right to alter, add or change any agenda item up until the date of the meeting.

²This date is dependent upon securing a suitable public venue and will be confirmed as soon as possible

Appendix 2

Summary of monthly holding to account question areas

MONTH	AGENDA ITEM (P = Performance, SI = Strategic initiative)	SAFER WEST MERCIA PLAN OBJECTIVE*
Nov	Athena	Reform
	Confidence	Secure
Dec	Telford performance	Secure
	Domestic burglary	Secure
	Hate crime	Secure

*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

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.	Audit carried out in Nov 17. Agencies report general compliance. Area put forward for National Award for supporting vulnerable victims. No substantive issues to report.	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	TMC or any equivalent is dependent upon the case management IT system. Athena is now implemented, and discussions have started nationally to see how TMC or an equivalent can be integrated with Athena..	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.	<p>(A1.2)(1). Conduct a victims' needs assessment, providing qualitative and quantitative feedback to inform commissioning and to identify potential gaps (A2).</p> <p>(2)Work in partnership to ensure that victims have access to services.</p> <p>(3)Contract management</p> <p>(4)Grant provision</p>	<p>Victims' Needs Assessment completed and reviewed by the Victims' Board in Dec 17. Action plan to be developed and brought back to the Board in Mar 18.</p> <p>Regular contract managements in place with service providers. Health check conducted.</p> <p>Critical issue: The Force's implementation of Athena has undermined the provision of Victim information to service providers. Action plan in place. Will monitor and update in Mar 18.</p>	<p>Victims' Board Delivery Plan monitoring Performance Mgt. Audit and scrutiny</p>
		(A1.3) Develop, in partnership, an assurance framework to ensure delivery against the 9 specified outcomes set out in the Victims' Charter	Audit carried out in Nov 17 and reviewed by the Victims' Board in Dec 17. No substantive issues to report.	OPCC, LCJB, Victims' Board. Exception reports will be highlighted to the PCC.
A.2	Complete a victims' needs assessment	<p>(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.</p>	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.	<p>(A3.1)1. Draft and consult on terms of reference and membership of the Victims' Board.</p> <p>2. Consult and develop a Vision and Mission statement for the Board.</p> <p>3. Consult, agree and create a strategic delivery plan for the victims' board.</p>	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.	<p>1.Quarterly assurance reports</p> <p>2.Minutes and actions arising</p>

		<p>4. Consult and agree on SROs to lead on key policy areas.</p> <p>5. Consult and design an assurance and performance framework</p> <p>6. Agree and set future meetings.</p> <p>7. Publish meeting papers on PCC Website.</p>	<p>Victim satisfaction improvement plan in place. The D/Ch Supt Protective Services to update the Victims' Board in December.</p> <p>Witness Care referral rate improvement plan in place. 7% uplift in referrals to date. WCU nominated for an improvement award.</p> <p>Improvements in the number of VPS's taken and attached to Police files. Audit underway to assess use in Courts. Update in Dec.</p>	<p>3. Programme and project highlight reports.</p> <p>4. Performance improvement reports</p> <p>5. Oversight and scrutiny reports</p>
		(A3.2) Improve compliance with the key entitlements set out in the Victims' Code of Practice (VCoP)	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	<p>(A4.1)(1) Develop commissioning intentions for the term of office</p> <p>(2) Contract monitoring linked to outcome frameworks</p> <p>(3) grant/commissioned activity based on need and score card intelligence</p>	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 forth coming year, and ongoing monitoring of contracts to provide	Delivery plan monitoring

			assurance to PCC of value for money and strategic delivery.	
		(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. 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
		(A4.6) 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	The introduction of Athena has significantly undermined this objective. Action plans are in place to address the drop in both quality and quantity of data being provided to service providers. The drop in performance has resulted in this objective being marked as RED.	Victims' Board
		(A4.10) Improve the capture rates of mobile phone contact details in order to drive up rates of automated SMS contact	See update A4.9. Data capture has been impacted by Athena.	Victims' Board

			Key messages have gone out via Force Orders and Justice Matters reminding staff of the need to capture correct contact details. Requires on-going monitoring.	
A.5	Work with government to further enhance services for victims, survivors and witnesses locally	(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
		(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 has made significant gains in improving support to victims and witnesses. In particular, the area has been put forward for a National award for improving its performance re: support for vulnerable victims and witnesses. No substantive issues to report.	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. 	<p>To date, the commissioned RJ service has:</p> <ul style="list-style-type: none"> - Reviewed 80 cases, 57 of which were suitable for RJ - Met with and supported 259 people. <p>During 2018, the RJ team expect aim to develop a further 14 volunteers, begin working with victims involved in serious traffic incidents, as well as improving its provision of support to victims where the offender may have already gone through the justice system.</p>	<ol style="list-style-type: none"> 1. RJ programme board 2. Performance management reports 3. Programme highlight reports. 4. Contract management reports

			In addition to the above, the RJ team will continue to train SNT members of staff and develop a Social Return on Investment model, to evidence the value of RJ	
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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	(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.	The West Mercia College of Policing Vulnerability training has commenced. Internal feedback indicates it has been well received. The training is to be independently evaluated by the Institute of Educational Studies; starting in January	1) Strategic Vulnerability Board (2) WM - PCC holding to account session (3) WM PCC rep has attended the vulnerability training and briefed the PCC
	Making sure the police provide the right response to incidents at the right time	(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). The next data set will be published at the end of Jan 2018 (2) Data for Oct - Dec 17: The proportion of 999 calls answered within 10 seconds increased this quarter and	Weekly/monthly/quarterly performance reports & holding to account sessions

			remained above the expected standard. This follows the expected seasonal pattern with performance improving in the winter months. The proportion of 101 calls answered within 30 secs has increased in the last quarter and also remains above the expected standard. A number of advice sheets have been produced by the force to assist the OCC in managing incoming demand. Call handlers are able to push these advice sheets out to callers whilst on the phone. The sheets provide general advice on each topic and provide links and signposts to relevant organisations. The aim of these products is to reduce call durations.	
		(2.1.3) Response	(1) See above. (2) Following 8 months of above average response times, there has been a small, but statistically significant increase in the average emergency response time (from 10 mins 42 secs to 11 mins 42 secs). The average emergency response time for December 2017 was a significant outlier (whilst emergency incidents had increased in December compared to Oct/Nov, this level of demand had been serviced previously). The increase in average response times will be raised with the PCC as a potential item for the February holding to account. A new operational model will be introduced from April 2018 which is anticipated to better align resources to demand from the public. It is suggested that this will drive improvements in response times.	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	Data attributed to repeat victims has been impacted by the introduction of Athena and the Force is unable to produce data at the time of this update. Data linked to DVPN / DVPO also affected. Lead DCI is reviewing MARAC as the number of cases reviewed on a given day is deemed to be too high. DASH assessments also impacted by Athena, but fix implemented in Dec.	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	All CSPs have adequate Force representation attending. Telford and Shropshire have Supts who chair, Hereford has a Supt who is vice-chair, North and South Worcestershire have CI attendance at all meetings so far.	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.	Review of local governance arrangements carried out during Dec 17. Assurance report submitted to the Crime Reduction Board. Local operational and tactical governance arrangements in place. Need to improve strategic reporting into CSPs. CRB to act as strategic assurance board for West Mercia. Lead Supt. added to membership list and SOCG now a standing item on the agenda. Request for each area to pull together strategic risk and issue register.	Crime reduction Board
2.4	Ensuring partnership commitments are fully implemented and delivering the best possible results, including West Mercia's Reducing Reoffending Strategy and Mental Health Crisis Concordat	(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 performance not meeting expectation. Senior Management meetings have taken place. Dal Vesey appointed as new director for the CRC. Meeting with MoJ contract managers in Jan 18 to discuss closer collaboration.	>Community Safety Partnerships meetings, >Crime Reduction Board, >RJ Programme Board, >Local Reducing Reoffending Boards. >IOM Board
		(2.4.2) Mental Health - the force is signed up to the Mental Health Concordat and supports the local delivery plans,	Meeting on 5 Jan 18 to discuss MH pathways and triage. S. 136 detentions remain low with no under 18's detained.	>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	All 20 kits have now been assigned. Additional devices will be sought to be ready for Spring 2018.	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.	353 offences/ incidents recorded this quarter, a 17% reduction compared to the previous quarter and below the quarter average. Reductions were seen across all policing areas. This may be linked to the use of key word in Athena. Hate crime satisfaction was taken to HTA in Oct and an action plan shared with the OPCC (all victims to be subject to IVM). Oct - Dec shows a fairly static position in respect of hate satisfaction performance (79% satisfied). However, there has been a considerable increase in satisfaction in Shropshire.. Each policing area has produced a clear PIER plan setting out how they will drive improvements. These plans will be discussed in more detail at PMG in January 2018.	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	Funding has been awarded but ongoing conversations are being had with Home Office as amount awarded was less than the amount bid for.	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 money. Develop strong partnerships that deliver our shared outcomes.	(B2.1) (1) Use Commissioning Strategic Frameworks / scorecards in the determination of funding allocation. (2) Update scorecards on a quarterly basis to provide quantitative data (3) Carry out needs assessment.	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
		(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	Next delivery plan update due January 2018	Delivery plan monitoring

	wider groups of grant recipients, including training and familiarisation.		
	(B2.5) Extend the target age range of the existing diversionary model: Introduction of a tier 2 grant aimed at the 13-16 year old age group	Completed. 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	Review of analyst provision completed, meeting with CSPs to be held on 5th Jan 2018 to propose changes and bring the analyst provision in house to Force.	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	Completed. 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.	Meeting scheduled for Feb 2018 to discuss applications made by CSPs for funding.	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	Delivery plan monitoring

			funding policy will now be implemented for any future CCTV applications.	
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.	Key issues: HMPPS inspection of NPS and CRC identified several areas requiring improvement, such as the quality of interventions offered and the performance of the CRC in reducing reoffending. CEO of CRC removed and new director, Dal Vesey appointed. Dal Vesey invited to update the CRB on plans to turn performance around. Meetings held with SoS to discuss new ways of working with the CRC. In addition, meetings with MD for Staff Line (parent company of PeoplePlus) held. CRC agreed to collaborate with PCC moving forward. Meetings set up in Jan 18 to take forward.	1. PCC's Crime Reduction Board 2. Programme highlight reports (IOM and Reducing Reoffending boards). 3. Oversight and scrutiny reports (CSP, Reducing Reoffending Boards, IOM).
B5	Work with my counterparts in the West Midlands region to ensure there are robust governance arrangements surrounding the existing regional collaboration agreements which help to deliver the	(1) Monitoring of Police Reform and Transformation Programme, including Specialist Capabilities Board in particular (2). Reinvigoration of Regional capabilities governance (3). Build into Assurance and Holding to Account Programme	(1) The next meeting of the Special Capabilities Delivery Board is scheduled for 1 February. The RPOs will continue to support PCCs in the region as they engage with the Specialist Capabilities Programme. (2) RPO will be submitting a performance report on the NPAS to the Regional Governance Group in February. The report will highlight key findings from the recent HMICFRS inspection as well the performance of NPAS in the region in the last quarter.	PCC and Chief Executive attendance at regional PCC meeting. Scrutiny by regional PROs. Scrutiny via AGG. Regional POs providing regular updates

	Strategic Policing Requirement (SPR).		<p>(3) RPO will be attending the Regional Firearms Board in January. The purpose of engaging with the Board is develop a deeper understanding of firearms activity in the region. This engagement will also support the RPO in briefing PCC Matthew Ellis who represents the region on the Specialist Capabilities Delivery Board.</p> <p>(4) 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>(5) 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>	
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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 	Development and implementation of the transformation programme	Interim policing and minor shift pattern changes model agreed, to have effect by 1/4/18. Approach to determining full policing model by 1/4/18 approved.	(1) Transformation Board (2) AGG

	<ul style="list-style-type: none"> Invest to save, so the force can be more adaptable and make best use of its resources 			
3.2	Delivering new fit for purpose technology and making best use of it	(3.2.1) Mobile Working Programme.	There are still approximately 500 docking stations to deploy and the project is working with ICT to resource the fitting of these, otherwise the project has met its stated deliverables and will propose closure in the March. Benefits based on time saving and non-cashable benefits identified in business case are being evaluated and will be reported on in March 2018.	(1) Transformation Board (2) AGG
		(3.2.2) In car media	Vehicle fitting is ongoing with 42 of 60 vehicles now completed, the vehicle fits are still scheduled to be completed by the end of March 2018 with a caveat that operational vehicles are made available for fitting. ICT resource to finalise the In-car Windows 10 tablet have been secured and the project remains on-track. Benefits are non-cashable and will be reviewed by the end of March 2018.	
		(3.2.3) Telematics	Telematics activation is currently on-hold while the force wait for the supplier to resolve technical issues that have arisen since the initial activation in 72 vehicles. The force is awaiting final results from the fault analysis but plan to move ahead with more activations by the end of January. Benefits have been taken out of car fleet budgets, however a reviews is required due to delayed implementation of the Telematics solution across the fleet and will be reported in March.	
		(3.2.4) Body worn video	Body Worn Video project has completed the issue of remaining cameras to returning CMPG officers, Safer Roads Partnership, ROCU and SOCU teams. The project will now move towards proposed closure in March 2018. Benefits are non-cashable but further	

			analysis and review planned by the end of February and will be reported in March.	
		(3.2.5) Data network and desk top rollout	The Data Networks project has now placed a cancellation on a further KCOM Circuit, bringing the total number of sites currently under decommissioning phase to 24 out of 82. The force are still awaiting wayleave permission for another site and are actively engaged to resolve this. Desktop migration has come to a pause as desktop deployment staff have come to the end of their contract. There are still several systems and applications that require ICT intervention before they can be migrated onto the new network and the force will now wait for ICT resolution on these before seeking approval for additional desktop deployment resource/services and the resumption and completion of desktop migrations. Unplanned costs have eroded benefits due to the costs of extending the legacy KCom network caused by delays to OCC & Telephony projects	
		(3.2.6) Athena	Completed User issues predominantly arising from IT infrastructure issues rather than from Athena itself. Most have now been resolved.	
		(3.2.7)Gazetteer	Corporate Gazetteer is now delivered.(Action completed)	
		(3.2.8)Digital Forensics	A review of the approach to digital forensics projects is underway due to the change in roles and responsibilities brought about by the ICT review. This review is to determine which aspects of Digital Forensics fit within the Transformation Programme, which are ICT upgrades and which should be overseen by PPL resources	
3.3	Ensuring the force has fit for purpose buildings and contact points which best meet the needs of	(3.3.1) Estates Programme	New governance arrangements approved. New Estates Strategy and Asset Management Plan under development and due for completion February 18..	Property Board
		(3.3.2) Replacement of Shrewsbury Police Station	Operational requirement under development	
		(3.2.3) Replacement of Hereford Police Station	Outline business case now under development	

	local communities and the organisation. (Cross reference 3.4)			
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. Building completed on time. Installation and initial testing of IT underway..	IPCAC
3.5	Making sure the force has the right contact channels for the public and that it provides the right response every time. (Cross reference: 1.2 2.1.2)	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 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.	Overview of workforce demographic establishment figures provided. The figures show that the force is slightly above projected levels for both BME (actual - 2.55%; projected 2.51%) and female officers (actual - 29.01%, projected - 30.72%).	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	(1) Staff sickness increased in November compared to previous months, but is comparable to rates reported November 2016. This appears to be a seasonal pattern. Officer sickness is comparable to previous months and slightly below rates for 2016. Sickness rates, monitoring and governance will be included in the ACC's quarterly review of policing areas. Health and Wellbeing has been identified as an area to be included in the revised HTA framework for July 2018. (2) OPCC provided feedback on Durham Survey question options via the Health & Wellbeing Board. (Oct 2017). The deadline for the first part of the alliance staff survey has now closed. A follow up survey will go live in the New Year..	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	Independent Assessment completed. Decision expected approx. February 18. HWFRS HQ move to Hindlip approved, to have effect from August 18. Wider police-fire premises sharing arrangements approaching finalisation	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.	
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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	The first PSD performance briefing under the new terms of reference took place on 14/12/17. The meeting included a summary of performance measures. Questions were asked in regards to appeals, timeliness of recording, local resolution processes / governance and gross misconduct arrangements. PSD performance also scrutinised through the Oct- Dec quarterly report. PSD remain below the national standard for recording of complaints (86% within 10 days). PSD has been included within the revised HTA framework for July 2018. Policy officer attended a meeting of the internal Alliance Ethics committee. The committee is still in its early stages, drafting ToR, comms strategy etc. It is anticipated that the first ethical dilemma to be issued by the group will go to the workforce in Feb 17. One member of the TIE committee has been invited to attend each meeting to ensure the groups are linked in.	>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,		Refer to 3.5, 1.2 & 2.1.2	

	alongside traditional and existing methods.			
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	The IPCAC board has been replaced with the OCC Workstream Board, which is no longer an appropriate mechanism for oversight of this performance area. Work continues with the force regarding digital channel shift and change communications. Guidance and feedback has been offered regarding proposed changes to sections of the website designed to help communities and signpost to appropriate support when they have been victims of specific crimes, most commonly reported into the OCC.	Improve Public Contact & Comms Programme Board
4.4	Engaging with the public and acting on their concerns locally Making sure people get an individual response based on their specific needs, and they understand the service they can expect to receive Work with local people and partners to give visible reassurance on frontline neighbourhood policing. Cross reference 3.5	Development of a Contact Management Strategy which sets out the service standards the public can expect to receive when having contact with the alliance	No significant updates regarding contact management strategy. Feedback has been provided on the force's draft confidence strategy. Refer to 3.5	
4.5	Ensuring the force is visible and accessible both in communities and online.		Refer to 3.5, 1.2 & 2.1.2	

4.6	Making sure all communities, individuals and staff are treated equally, fairly and respectfully by the force	The equality and diversity work programme seeks to develop and deliver the force equality objectives. There are 3 objective areas: operational; organisational and people and culture. The force has active Independent Advisory Groups (IAGs) in place; geographic and thematic who offer impartial advice to the force	ASI has reviewed and refined the strategic intentions within the overarching alliance diversity strategy. This document sets out the alliance objectives both internally and externally and outlines the way in which the alliance provides governance in regards to equality and diversity. This provides some clarity on the way in which the various groups within the alliance (e.g. exec board, SIB, SDG, SIAG) interact with each other. Each of these groups have their own action plans. Key metrics from across a range of depts. and boards will be consolidated into a high level action plan which will be managed by the strategic equality and diversity officer and will feed into SIB.	>Strategic Diversity Group >Strategic IAG
4.7	Ensuring West Mercia Police complies with the Best Use of Stop and Search Scheme	West Mercia Police was suspended from the national Best Use of Stop and Search Scheme (BUSS) in February 2016 for noncompliance. A small team was established to address the causes of noncompliance and to bring about change within the alliance to ensure future compliance. In addition Northamptonshire Police undertook a peer review. The following changes were identified in order to become compliant: recording and publishing outcomes, introducing Ride Along scheme and strengthening the involvement of communities with community triggers. HMIC undertook a re-inspection in August 2016	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.	>Stop and Search Strategic Group. >Strategic Diversity Group
4.8	Working with partners to improve prevention and understanding of cybercrime, ensuring the strategy is fully implemented and emerging threats are tackled	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	The cyber units capacity and capability unit is being developed and people are being slotted into posts. The Strategic Cyber Board met in October and the PCCs concerns regarding the lack of progress of a West Mercia tactical partnership group was raised. Moving forward the Deputy PCC has agreed to be the Chair of the group and the OPCC will progress this with support from the force. The next partnership	>Briefings >Cybercrime strategic governance group

		<p>and to build and strengthen partnership opportunities.</p> <p>A programme of mandatory online cyber training packages has been developed to raise awareness and understanding amongst officers and staff. Work is ongoing to develop training for Victim Support Staff which is scheduled to be implemented in Spring 2017.</p> <p>The Business, Rural and Cyber Crime (BRC) coordinators provide support to the cyber strategy through awareness raising and cyber-crime prevention advice to communities, businesses etc. There is a rolling corporate communications plan, #BeCyberSmart, which supports and promotes structured communication campaigns across the alliance.</p>	<p>group is taking place in January and a range of interested parties, including, banking, business representatives, trading standards and academia have been invited to attend.</p>	
4.9	<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>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.</p>	<p>>Briefings >Quarterly tactical meetings >Update reports on PCC funded initiatives</p>
4.10	<p>Working with businesses and partners through the Business Matters plan to ensure business crime is addressed effectively</p>	<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</p>	<p>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 PCC's office has developed an activity monitoring form for the officers to complete and submit on</p>	

		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.	quarterly basis. A launch of the roles by the PCC is planned in October / November.	
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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	Plans for a joint alliance training day at West Mercia Police HQ on Feb 3rd 2018 ongoing, with new MHA legislation updates, Athena impact on custody, new healthcare provider updates on agenda	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	Visits to various groups have become quieter, as we've come into the end of the year, but these will be picking back up again with meetings already being arranged. Now all of the commissioning groups visits have been carried out by the commissioning team, the	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.	CAs can finish arranging the rest of theirs - they have been mindful to leave a gap between visits to avoid them becoming too excessive.	
		(D3.2) Ambassador Grant Scheme: (1) £40k allocated for CA identified projects (2)Development of grant scheme and associated processes (3)Ongoing monitoring of grant scheme	The Ambassadors still have money available in their pot. A few groups have asked for their respective CA to visit them with a view to receiving funding. Some forms have been submitted, but the CAs will be reminded in the coming weeks that they still have money to spend.	
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	The tender has now gone out regarding public confidence following development with procurement. Expressions of interest are due back by mid January..	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	A new model is being trialled for media logging using existing survey software subscriptions. This should make the process much faster and easier, removing it from spreadsheets and making it quick and easy to produce analytics and statistical reports. This will be in use from January. An Engagement Officer will pick up additional areas of environmental scanning from January in order to identify wider issues and opportunities, following the departure of the Staff Officer. Other changes as a result of this within the office include re-distribution of portfolios so that all main contact strands sit with one Engagement Officer - Community Ambassadors, social media and correspondence. A new system is being researched for managing contact as well, in order to reinforce and improve the service offered in an area of growing	Delivery plan monitoring

			demand, ensuring it can be managed in a more efficient way.	
		(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 has launched with some very notable success, regarding reach on social media. Two posts in particular have reached over 20,000 people in total. Other materials produced include videos on volunteering tied in with a national day of recognition. These have all included case studies, which have been particularly effective in communicating messages. The 'does it add up' campaign with the economic crime unit also continues, with a range of materials produced for target audiences including students and taxi drivers. Work has also continued with Neighbourhood Watch, via the commissioning team.	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	Proposal produced for more long term campaign around Active Citizenship, tying in with all of the themes covered within Citizens in Policing Meeting and wider engagement themes.	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 - always checking that all statutory publications are uploaded and available to the public. The budget consultation is the latest large document to be uploaded	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 media interest following the publication of a HMIC or other statutory report.	The HMICFRS Efficiency and legitimacy reports have been issued, along with a public comment from the PCC in response. A pro-active statement was also issued regarding a further HMICFRS' release, which was extremely misleading with regard to numbers of officers. This was clarified with media outlets and the PCC conducted on-air interviews as well.	
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.	Police Complaints Reform Outline Business Case approved at October AGG on behalf of both PCCs and Head of PSD. The head of PSD is in the process of producing a full business case (Oct 17). Discussions with Staffs about changes to the appeals processes and the possibility of a regional solution. Staffs are organising a meeting in the New Year to discuss options.	

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