

## **WEST MERCIA POLICE AND CRIME PANEL 18 JUNE 2019**

### **POLICE & CRIME PLAN ACTIVITY AND PERFORMANCE MONITORING REPORT (JANUARY - MARCH 2019)**

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#### **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 by the Police and Crime Commissioner (PCC) in support of his Safer West Mercia Plan and provide an update on police performance.
3. An update on proposals to end the current strategic alliance arrangement with Warwickshire is included at paragraph 13 within the 'Reforming West Mercia' section of this report.
4. As requested by the Panel an explanation of the role of the PCC in the oversight of police complaints has been included in this report and can be found at paragraph 24 within the 'Performance and Accountability' section.

#### **Delivery plan and assurance**

5. The PCC's Chief Executive and staff have developed a delivery plan to support monitoring and assurance of the Safer West Mercia 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.
6. The delivery plan is a substantial document and therefore a summary extract of it has been produced for the Panel at Appendix 1. The summary provides a concise overview of activity supporting the plan commitments. The extract contains the latest update available to the end of April 2019.
7. 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**

8. **West Mercia's Victim Advice Line (VAL)** - the new victim support service for West Mercia went live on the 1st April 2019. The service is already having a positive impact on victims and witnesses since its launch, as its dedicated team ensure that the needs of victims and witnesses are supported at every stage of

their journey, whether they choose to report it to the police or not. Staff have been working hard supporting those being referred, calling, emailing or using online chat as a way asking for support. In the first two months of operation 16,342 victims have been contacted. A total of 434 victims have received a service from VAL of which 131 received/are receiving ongoing support. Work is ongoing to develop processes and services with internal and external partners.

## **Building a more secure West Mercia**

9. **We Don't Buy Crime** – Since 2015 more than 50 towns and villages across West Mercia have signed up to the We Don't Buy Crime scheme which provides households with SmartWater forensic technology along with signs displayed throughout the area warning thieves crime prevention measures have been taken. The scheme is supported by the PCC who offers to fund 25% of the rollout costs to councillors interested in helping to protect their wards. Now Stafford Park in Telford has become the first industrial estate to get involved with business units protected with SmartWater.
10. **Get Safe Online** – The PCC has provided funding to the force to enable them to utilise Get Safe Online, one of the UK's most authoritative and experienced names in cyber crime awareness and prevention. As well as providing up to date cyber security information via a dedicated portal, Get Safe Online will also be supporting three West Mercia events. The first of these is a training event aimed at providing frontline officers and police staff with the confidence to enable them to deliver information to our communities about online safety and security that is both easy to understand and practical to follow. Partner agencies have also been invited to attend. The second event will be a community based event and the third is targeted at businesses.
11. **PCC Strategy development** – The PCC has agreed an approach to the development of a number of strategy documents in support of the Safer West Mercia Plan objectives. Work is on-going to develop draft strategic documents on Serious and Organised Crime, Rural Crime and Road Safety. These will be issued for consultation in a phased approach in the coming months and follow the recent consultation on the PCC's drugs strategy.

## **Reforming West Mercia**

12. **Strategic alliance update** – Negotiations with Warwickshire regarding future arrangements continue. Both forces are developing and assessing options for each shared function. West Mercia has completed the preliminary work and determined their preferred options in March with a view to discussing and agreeing final arrangements in April 2019. Since then, key information from Warwickshire regarding their proposals, and responses to West Mercia's proposals, have not always been as full or as timely as hoped.

13. A common, single design and delivery matrix for each of the currently shared functions has been completed by the two forces to aid discussions. This sets out the proposed outcome for each of the functions, based on the two force's preferences, and projected timescales for delivery and any necessary transition. Full business cases, for functions Warwickshire wish to consider collaborating on longer term, have been prepared. West Mercia had offered to collaborate on a wider set of functions, but at this stage that has been declined.
14. The two forces have agreed how to manage staff changes arising from re-arrangements in order to ensure staff are treated equitably. Preparations are underway for the transition of functions that both forces have already agreed can be completed by the 8<sup>th</sup> October 2019.

### **Reassuring West Mercia's communities**

15. **West Mercia Confidence Survey** – In 2018 the PCC commissioned an independent confidence and perception survey on local policing and crime. The first full year survey has been completed and provides both the PCC and the force with a statistically robust sample of community perceptions within each local policing area. The sample size for the year was 3,000 respondents, 600 per local policing area, weighted by population size and reflecting age, gender and ethnicity. Headline results show that:
  - 85% of residents agreed they had confidence in West Mercia
  - Over two thirds (69%) felt West Mercia Police were doing a good or excellent job
  - Half were satisfied with the levels of local policing in their area
  - 80% of residents were confident that they could access the police in an emergency
  - 69% felt that West Mercia Police understand the issues in their community
16. The survey is now entering its second year and it will continue to provide invaluable information to both the PCC and the force on community perceptions.
17. In addition to the public perception survey, the PCC has recently launched the second year of his Town and Parish Council survey. This survey is aimed specifically at third tier councils and seeks their views on a range of crime and community safety issues. The survey is open until July, after which the results will be analysed and the findings published in a report by the PCC later in the year.
18. **Roads Focus Campaign** – Following the success of the Roads Focus Campaign with Worcestershire Council, the programme has now been extended to Shropshire where the PCC and Shropshire Council are working together on a joint campaign to improve road safety in the county. The 'Roads Focus' campaign will run from 8<sup>th</sup> to 12<sup>th</sup> July with a series of events across the county. Drop-in sessions will be held in Ludlow, Market Drayton, Oswestry and Bridgnorth to enable people to put comments, concerns and questions about

road safety issues to the PCC, Shropshire Council, Safer Roads Partnership, the police and the local town or parish council.

19. Shropshire Council's road safety education team will also be on hand to talk about the road safety education and cycle training available to schools. People will also be able to find out more about work being done across the county to improve road safety. At the end of the week there will also be an opportunity for people to attend a 'driver awareness course' in Shrewsbury free of charge
20. **Summer road shows** – Over the Whitsun Bank Holiday the PCC began his summer road shows, attending the Shropshire County Show in Shrewsbury. This year the focus of the roadshows will be on road safety concerns and the 'We Don't Buy Crime' initiative. A further five public events will be attended over the summer within West Mercia.

## Performance and accountability

### Holding to account

21. The PCC holds a monthly scrutiny meeting with the Chief Constable as part of his role in holding the force to account. The following areas have been addressed since the last report. Notes from each of the meeting are available to view on the PCC's website.

Month	Type	Subject area
January	Consolidation	Review of 2018 issues
March	Thematic	Child vulnerability
April	Thematic	Roads policing

22. Key findings / outcomes from these meetings include:

- It was agreed that to show how the force is strategically addressing the Safer West Mercia Plan priority of *putting victims and survivors first* a clearer agreed direction on how an improved victim service would be delivered was required. As a result the force have since prepared a delivery plan.
- It is important to show how the uplift in additional officers is being used and that social media would be used to promote this.
- Now Safer Roads is a force priority there is a real opportunity to ensure all frontline officers including SNTs address the anti-social nature of road related issues affecting communities.

23. The PCC will be holding his next Facebook live public holding to account meeting in June, with a focus on rural crime. Promotion of the meeting, encouraging members of the community to submit questions on rural crime, has begun.

## Oversight of complaints made against the police

### Current Role

24. The PCC is the only appropriate authority for complaints, conduct matters or investigations about the conduct of the Chief Constable (as set out in the Police Reform and Social Responsibility Act 2011). All other complaints or conduct issues must be referred to the force's Professional Standards Department.
25. There are times where the PCC is approached by someone who has already used the police complaints system and wants the PCC to review their concerns. It is important that the PCC does not exceed his authority in these instances and that the public, representative role of the PCC is balanced with the legislative requirements and statutory responsibilities within the complaints system.
26. There is currently no right of appeal to the PCC in the police complaints system. Appeals are dealt with either by the force or the IOPC. However this is due to change when the Police and Crime Act 2017 comes into force (see below).
27. The PCC has a monitoring role to make sure that the force's appeal procedures are appropriate and being followed. This does not extend to a power to amend or overturn individual force appeal decisions. The only way of formally challenging the outcome of a force appeal is for the appellant to judicially review their decision.
28. The PCC has no role in relation to complaints against himself, these are automatically referred to the Police and Crime Panel.

### **Future Role**

29. The Police and Crime Act 2017 includes significant changes to the police complaints and discipline system. Notably, the Act gives PCCs a greater role in the police complaints system.
30. PCCs will become the new review body for all appeals currently referred to the force. The IOPC will remain the review body for more serious complaints.
31. The role of the review body (whether the PCC or the IOPC) will be to:
  - Determine whether the application for review is valid;
  - Conduct a review if appropriate, and in doing so, determine whether the complaint outcome is reasonable and proportionate; and
  - Determine the outcome of the review which may include making recommendations to the force.
32. The provisions in the Act are yet to take effect due to delays in laying the necessary statutory instruments before Parliament. The Home Office have agreed to a 6 month implementation phase following the point that they are able to confirm a 'laying date'. From this point, the PCC's office will be able to work with the force and IOPC to put in place the processes and resources required. The PCC is exploring the most efficient and effective way to take on this new responsibility, including potential collaboration with regional PCCs.
33. Until such time that the statutory instruments come into force, there remains no right of appeal to the PCC.

## **HMICFRS inspection reports**

34. Since the last report HMICFRS has published *Fraud: Time to choose - An inspection of the police response to fraud*. This is a national thematic inspection report containing sixteen recommendations. Two recommendations are for all police forces along with a further five areas for improvement. The recommendations and areas for improvement are being considered and will be addressed by the force.

## **Force performance reports**

35. 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.

36. The latest quarterly performance summary report published by West Mercia Police is attached at appendix 3. This reports covers the period January to March 2019. As requested by the Panel the summary page from the report has been included separately and is shown at appendix 2.

## **Criminal Justice Performance**

37. A number of external performance products are produced by agencies and partners to enable senior officers and the PCC to maintain strategic oversight of criminal justice performance. In particular, the Local Criminal Justice Board and PCC scrutinise monthly file quality, charging, listing and court outcome reports.

38. The latest monthly and quarterly summary reports evidence a marked improvement in performance over time. Over the past 12 months, West Mercia has seen an 11% reduction in the time it takes for a criminal case to be completed in the Magistrates' Court. Conviction Rates in the Magistrates' Court stand at 88.41%, and at 87.29% in the Crown Court. The number of cases discontinued by the CPS continues to fall and now stands at 7%, the 6th best performance in the country and evidence of the focus on improving quality and victim support services.

39. A sustained focus on quality has resulted in more offenders pleading guilty at the first hearing: 81.95% of offenders appearing in the Magistrates' Court plead guilty at the first hearing, which is the highest rate in the region. The continued focus on quality and getting things right the first time has resulted in West Mercia moving a further two places up the Transforming Summary Justice league table – the area is now ranked 16th best in the country.

## **Risk Management Implications**

None.

## **Financial Implications**

None.

## **Legal Implications**

None

## **Equality Implications**

None.

## **Supporting Information**

Appendix 1 – Delivery Plan Extract

Appendix 2 – Extract of Police Performance Summary January – March 2019

Appendix 3 - West Mercia Police Performance Summary January – March 2019

## **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

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.	<p>MoJ currently reviewing VCoP and compliance. West Mercia has put itself forward to take part in piloting compliance. The MoJ have introduced a simplified framework linked to 5 key entitlements:</p> <ol style="list-style-type: none"> <li>1 - That the victim is informed at key stages of the case</li> <li>2 - Victims are referred to organisations supporting victims of crime</li> <li>3 - Victims are provided with regular updates on the progress of their case</li> <li>4- Be given the opportunity to make a Victim Personal Statement and be informed on how it was in court</li> <li>5 - Be informed when an offender is released under the victim contact scheme</li> </ol> <p>West Mercia is currently reviewing compliance and working with stakeholders on how it can provide assurance to the MoJ.</p>	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	<p>The Home Office has announced that it will be closing the online crime reporting tool (Track my Crime) with effect from 1 August 2019.</p> <p>Police Transformation funding has been used to develop the Single Online Home website (SOH), the new national digital public contact platform for police forces, being delivered by the NPCC's Digital Policing Portfolio, which over 40 forces in England and Wales have committed to joining including West Mercia. In future SOH will provide the platform for online reporting.</p>	Transformation Board

<b>Police and Crime Commissioner's Commitments:</b>				
<b>Ref</b>	<b>Plan commitment</b>	<b>Supporting activity</b>	<b>Progress update</b>	<b>Oversight mechanism</b>
A.1	Set out my commitment in a new victims' charter, clarifying what services victims can expect, and what services must be delivered.	(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	Complete Charter now in its second year	Victims' Board, KPI Monitoring, Delivery Plan Monitoring. Audit and oversight
		(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	Refer to A1.3 and A2.1	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	Audit carried out in December 2018. Overall good compliance recorded. Updated victim satisfaction plan in place. Revised victim satisfaction survey in place. Next audit to be carried out in June 2019. OPCC to monitor monthly satisfaction performance.	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.	Complete	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	Complete	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 6. Agree and set future meetings. 7. Publish meeting papers on PCC Website.	Complete. Minutes from the Victims Board are published on the PCC's website.	1.Quarterly assurance reports 2.Minutes and actions arising 3. Programme and project highlight reports. 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)	Victims' Code Compliance: Audit carried out in Dec 2018. Findings in line with previous audits. Agencies are still unable to provide quantifiable / validated data demonstrating compliance with key entitlements. Audit found general compliance. Live monitoring of VPS use in courts carried out by CPS and Police. Overall findings - good compliance reported.  OPCC to conduct half-yearly audits. Next audit planned for June 2019 and will conform to the new MoJ assurance framework outlined above.	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	A new outcome framework is in place compliant to MoJ requirements Action Complete	Contract and grant monitoring
		(A4.2) Gap analysis with Victim Support to identify gaps in the market place.	This has now been completed and has been merged into the tender specification for the new service (internal, and that to be commissioned)	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	We have used our relationships with LAs to develop the IDVA tender, which sits as a priority under our police and crime plan, and we will support LA's in their own DA strategic plans over the coming year. Action Complete	Delivery plan monitoring
	(A4.4) Develop a commissioning strategy for serious sexual offences	Completed related to external funding.	Delivery plan monitoring
	(A4.5) Develop a commissioning strategy for CSE	Formal commissioning intentions for CSE now complete and actioned. Action complete	Delivery plan monitoring
	(A4.6) Retender the Victims Support contract	Contract now operational as from April 1st 2019. New operating model being mobilised aligning into the new Victim Advice Line. This action is now complete	Delivery plan monitoring
	(A4.7) Work with Warwickshire OPCC and Victim Support to develop an exit Survey	Contracts have now been recommissioned with new contracted provision. Action complete.	Delivery plan monitoring
	(A4.8) Develop and undertake joint commissioning of SARC provision across the West Midlands region	Complete	
	(A4.9) Improve the automatic data transfer (ADT) from the Police to Victim Support Services	Improvement work completed with the introduction of VAL. Action complete  The new Victim Advice Line has integrated victim services into WMP's operating model, thereby eliminating the need to transfer data to an external service provider. Any future improvement work will be owned and managed by VAL.	Victims' Board
	(A4.10) Improve the capture rates of mobile phone contact details in order to drive up rates of automated SMS contact	Action complete. Improvement project completed with the introduction of VAL, which removed the necessity of transferring victim data from the Police to Victim Support. VAL has access to police data and systems. While there is still a need to improve data quality, this will sit with VAL which is integrated into WMP.	Victims' Board

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.	Action complete, successful applications and projects now being mobilised.	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.	Regular updates have been well received by MoJ on our innovative approach to victim care – specifically the planning behind the new integrated Victim Advice Line, and associated approach to commissioned support services. We have been working closely with them to pull together a response and commissioned provision to support a major incident or terrorist attack within West Mercia. This is now part of a recommissioned support service for victims, as well as the new integrated Victim Advice Line.	Delivery plan monitoring
		(A5.3) Work with the Home Office to facilitate funding provision of local refuges to support survivors of domestic abuse.	Complete	Delivery plan monitoring
		(A5.4) Work with Citizen's Advice Witness Service to improve victim and witness experience in the Courts.	Considered business as usual.  Systems and processes in place to monitor and address performance issues. West Mercia has the highest witness attendance rates in the region. Significant reduction in cases dropped linked to victim and witness attendance issues.  Performance monitored by the OPCC and Victims' Board.	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"> <li>1. Commission an appropriate service provider to deliver RJ interventions across West Mercia.</li> <li>2. Design and implement an RJ gateway service</li> <li>3. Design and implement an appropriate triage process which effectively manages RJ referrals.</li> <li>4. Consult and implement service level agreements between the CJS and the preferred provider.</li> </ol>	<p>This service has now evolved into the New Victim Advice Line where a strategic function will be coordinating RJ into every Victim needs assessment where appropriate, and coordinating the force response to RJ (including training, opportunity and engagement with the VCS to assist in facilitation).</p> <p>We have also included RJ into a new commissioned service with Victim Support, a response to RJ in the</p>	<ol style="list-style-type: none"> <li>1. RJ programme board</li> <li>2. Performance management reports</li> <li>3. Programme highlight reports.</li> </ol>

		5. Effective contract and programme management.	community – mobilising and coordinating conferences. The contract provides further sustainability for RJ within West Mercia; building on the positive outcomes we have achieved over the last 12 months.	4. Contract management reports
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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 force is reviewing its meeting and governance structure linked to Vulnerability.	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) The latest data from the Crime Survey England and Wales shows a further reduction in confidence, with 71.4% of people having confidence in the police in their area. West Mercia remained 8th out of 8 in their most similar group (MSG). A downward trend has been seen nationally and across MSG forces.  Annual data from the PCC's Confidence survey has now been circulated internally. Confidence with West Mercia police is at 85%. It is suggested that the difference in confidence levels compared to CSEW is due to the nuancing of the question.	Weekly/monthly/quarterly performance reports & holding to account sessions

			<p>Confidence performance (both CSEW and the PCC survey) is due to be reviewed at holding to account in May 2019.</p> <p>2) There has been a notable improvement in 999 performance since November 2019. Performance has been sustained above the 90% expected standard since this time, and is currently 92% (April 2019). This improvement is welcomed by the PCC and will be formally acknowledged at holding to account in May 2019.</p>	
		(2.1.3) Response	<p>Monthly performance in April 2019 not exceptional, therefore response time data was not included in the latest performance report.</p> <p>Response time data updated quarterly unless performance is an outlier.</p>	Monthly /quarterly Performance reports
2.2	Working closely with partner agencies to reduce harm and prevent victimisation	Working with partners to reduce victimisation Proactive representation by the police in: (1) MASH (2) MARAC (3) MAPPA (4) IOM (5) Adult and Children's Safeguarding Boards	<p>Systems and process in place to reduce harm attributed to vulnerability, repeat victimisation and harm.</p> <p>Frameworks in place:</p> <ul style="list-style-type: none"> <li>•Harm assessment units</li> <li>•Multi-agency risk assessment conferences</li> <li>•Multi-agency Public Protection assessments</li> <li>•Multi-agency safeguarding hubs</li> <li>•Integrated Offender Management</li> <li>•Integrated Victim Hubs</li> <li>•SOCJAGs</li> <li>•Liaison and Diversion</li> </ul> <p>Reviewing PCC Victim Board governance to ensure delivery of outcomes.</p>	Crime Reduction Board
2.3	Proactively finding the causes of crime so threats are	(2.3.1) Proactive representation by the force at Community Safety Partnerships and community groups as appropriate	All CSPs have force representatives at their meetings. Telford and Shropshire have Supts who chair,	Attendance by PCC / Officers at CSP meetings

	identified and targeted before they escalate. Working more effectively with partners and local communities to prevent, resolve and reduce crime and anti social behaviour		Hereford has a Supt who is vice chair, North and South Worcestershire have CI attendance at all meetings. The 2 Commissioning Officers (CO), the Criminal Justice Policy Officer and the Deputy PCC are now operating to a rota system for attendance at CSP meetings.  The CO and the DPCC met the new South Worcestershire CSP chair in March 2019 to brief on SWCSP activity to date and processes around requesting funding.	
		(2.3.2) 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. (SOCJAGs)	SOCJAGS operating in Herefordshire, Shropshire, Telford and Worcestershire. Currently reviewing governance arrangements in Worcestershire with a view of splitting Worcestershire into a North and South approach.  Currently reviewing attendance and membership and links into local safeguarding boards.	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	Action complete. Reducing Reoffending strategy in place. Currently reviewing to ensure objectives are being met. PCC strategy forms part of local reducing reoffending plans. Ongoing risks related to the performance of the CRC to reduce reoffending. OPCC to monitor.  West Mercia PCC is represented on national working groups supporting the MoJ's review and reissue of CRC contracts	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,	Currently working with local commissioners to establish a revised approach to triage, using the CAS 111 service. In addition, the OPCC is working with	Crime Reduction Board. MH Concordat Strategic Board.

			Worcestershire commissioners in order to scope out the feasibility of introducing a mental health café.	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	Local Safer Roads funds now being accessed for small, local initiatives. Bids for area-wide funding sought, received and currently under review. Decisions due in April.  U17 Pathfinder and Community Speed Watch all ongoing and growing.	Safer Roads Partnership Governance Board  Grant monitoring
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.	The PCC continues to support any positive hate crime activity identified.	Strategic Diversity Board

<b>Police and Crime Commissioner's Commitments:</b>				
<b>Ref</b>	<b>Plan commitment</b>	<b>Supporting activity</b>	<b>Progress update</b>	<b>Oversight mechanism</b>
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	Completed	Delivery plan monitoring

		(B1.2)Perpetrator programme: Explore funding opportunities for a perpetrator programme across West Mercia	<p>The DAPP (Domestic Abuse Perpetrator Multi-agency panels) and Drive project have now been live in Worcestershire since October 2018. In Q4 (Jan - Mar 19), there have been 48 referrals of high risk DA perpetrators. Of these, 33 have been referred onto Drive.</p> <p>We are working with University of Worcester to evaluate Drive and we have had the first interim report following interviews with the multi-agency partners who sit on the DAPP - this report provided very positive feedback from partners around the set up and implementation of the DAPP as well as Drive. Some specific comments from agencies were "I think it's the missing link" and "for me, it's time well spent and that is very much the way the local authorities will look at it. We're being proactive rather than reactive."</p>	Delivery plan monitoring
B.2	<p>Make sure public funding used in support of this objective is allocated responsibly, is outcome focussed and based on proven need.</p> <p>Use a commissioning framework to ensure funding for community safety partnerships represents value for money.</p> <p>Develop strong partnerships that</p>	(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.	Completed	Delivery plan monitoring
		(B2.2) Development of KPIs associated to outcomes:	New outcome framework in place and agreed with Home Office and MoJ. Action complete	Delivery plan monitoring
		(B2.3)Develop and implement social value criteria for grant and commissioning applications	Social Value is now part of our tender and grant process. Action complete	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.	Completed	Delivery plan monitoring

deliver our shared outcomes.	(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	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	Completed	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	Delivery plan monitoring
	(B2.8) Schools Programme initiative: (1) Scope of programme to be identified and agreed (2) Subsequent activity to be determined	Work on this has been progressing at slow pace. The report from Phase 1 identified some recommendations, one of which was to identify what activity the Force Safer Schools and Youth Engagement Teams were delivering in schools. This became Phase 2 of the project and the consultant has conducted some research with the Force teams to understand what they currently deliver to complement the original survey results from schools. A report has been produced for Phase 2 and the Commissioning Officer and Deputy PCC have a meeting to discuss next steps on 7th May.	Delivery plan monitoring
	(B2.9) PCC Project Fund: Convert old red phone boxes to hold lifesaving defibrillator equipment.	Fund has been absorbed into the normal budget – action completed	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.	Completed	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.	Completed	Delivery plan monitoring
		(B2.12) We Don't Buy Crime	The WDBC scheme has seen some acceleration in recent months with the appointment of a dedicated Sgt. Funding is being requested from the PCC to expand the team to two co-ordinators and an admin post to cope with demand.	Grant monitoring
		(B2.13) PCC's Safer Roads Fund	A Safer Roads Grant Scheme went out to the public, private and third sector with a deadline of the 25th of March. 9 legitimate applications were received for assessment.	Grant monitoring
		(B2.14) West Mercia Diversionary Network	A grant has been provided to YSS to provide a mentor/diversionary caseworker for children identified as being criminally exploited by the Worcestershire GET SAFE panel. This will support a gap in the interim and will act as a pilot for the project.	Grant monitoring
		(B2.15) Drug intervention provider (DIP) custody review	The PCC's commissioning team closely monitor the data the provider is receiving from West Mercia Police and then what happens to those individuals thereafter in terms of their 'treatment journey'. For instance, in 2018/19 the Worcestershire treatment provider was provided with 114 positive test/RA referrals from the police, 34 didn't turn up and 28 were anomalies (were not able to attend – incorrect paperwork, straight to court etc.). Therefore, only 51 received the required assessment intervention. Of these, only 4 accessed the treatment service voluntarily. This is a similar pattern across West Mercia. Each provider is experiencing 'small numbers' from their referrers. A review of the DIP is now being undertaken	

		(B2.16) The Commissioner's fund performance reporting	All grants under this fund in 2018/19 were able to report on bespoke project outputs and outcomes with the introduction of a new quarterly reporting template.	Grant monitoring
		(B2.17) PCC Strategy development	<p>The PCC has agreed an approach to the development of a number of policy / strategy documents in support of the Safer West Mercia Plan objectives. Work is on going to develop draft strategic documents on Serious and Organised Crime, Rural Crime and Road Safety. These will be issued for consultation in a phased approach in the coming months.</p> <p>The PCC's draft drugs strategy was circulated for consultation in March. The responses are being considered and the finalised document will be issued shortly.</p>	
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.	Refer to 2.5	Grant monitoring
B.4	Provide oversight and support to West Mercia's Reducing Reoffending Strategy	<ol style="list-style-type: none"> <li>1. Consult and produce a partnership strategy designed to tackle and reduce reoffending.</li> <li>2. Design, create and implement a delivery plan which supports the strategy.</li> </ol>	<p>Action complete</p> <p>PCC Strategy in place.</p> <p>CSP reducing reoffending strategies in place.</p> <p>IOM and ODOC framework in place.</p> <p>Governance and oversight provided by the CRB.</p>	<p>PCC's Crime Reduction Board Programme highlight reports (IOM and Reducing Reoffending boards).</p> <p>Oversight and scrutiny reports (CSP, Reducing</p>

				Reoffending Boards, IOM).
B.5	Work with my counterparts in the West Midlands region to ensure there are robust governance arrangements surrounding the existing regional collaboration agreements which help to deliver the Strategic Policing Requirement (SPR).	<p>(1) Monitoring of Police Reform and Transformation Programme, including Specialist Capabilities Board in particular</p> <p>(2). Reinvigoration of Regional capabilities governance</p> <p>(3). Build into Assurance and Holding to Account Programme</p>	<p><b>Regional roads policing</b> - The four areas of collaboration identified in the regional ambition paper have seen significant progress against each one, and the Regional Governance Group were updated on 2nd November. Performance reporting in West Mercia and Warwickshire continues to be developed in line with CMPG performance to provide consistency across the region.</p> <p><b>Regional financial investigation (FI)</b> - A paper has now been developed to support the increase of POCA funds returned to policing. A business case will also now be developed for regional FI capability with a focus on the prison estate.</p> <p><b>Criminality in the prison estate</b> –The taskforce have now achieved a number of the actions within the plan, including developments in intelligence sharing between police and prisons and to increase awareness individuals who deliberately return to custody.</p> <p><b>Performance</b> - This work continues at local, regional and national level.</p> <p><b>Drugs - Work</b> continues on identifying the scale of the drugs problem in SOC, not just County Lines</p> <p><b>Police Aviation</b> - The RPO continues to support the PCC in his role as the central region (East and West Midlands) representative on the National Police Air Service Strategic Board. The PCC will next attend the Board meeting on 27 June 2019. In this quarter the RPO is producing a report which details the use of drone technology by police forces in the West Midlands region (Staffordshire, Warwickshire, West Mercia and West Midlands). Once completed the report will be considered by the PCC and any agreed recommendations will be actioned.</p>	PCC and Chief Executive attendance at regional PCC meeting. Scrutiny by regional POs. Scrutiny via AGG. Regional POs providing regular updates

			<b>Counter Terrorism</b> - The RPO completed a review of the West Mercia Counter Terrorism Local Profiles in the last quarter. The PCC then met with the head of the Special Branch to discuss report and recommendations. The RPO will now share lessons learned from the West Mercia review with other OPCCs in the West Midlands region and policy leads in the Home Office.	
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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"> <li>• Ensuring the alliance transformation programme delivers a better, more efficient service to the public</li> <li>• Ensuring there is strategic planning for the future of policing in West Mercia</li> <li>• Invest to save, so the force can be more adaptable and make best use of its resources</li> </ul>	Development and implementation of the transformation programme	Services to Policing implementation commenced (see below). Warwickshire have indicated they would prefer separate IT networks. Further details being established re feasibility and cost.	(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.	Completed	Transformation Board AGG
		(3.2.2)In car media	Investigations into solution capability and user impact completed. Major problems identified with image quality, upload function, presentation to CPS, PSN compliance, usability, and training. Permission to close project and look for alternative solution given.	

		(3.2.3) Telematics	All vehicles have telematics units installed, however there have been significant difficulties in obtaining live-time data from the units. Project closed. New solution being sought.	
		(3.2.4) Body worn video	Completed	
		(3.2.5) Data network and desk top rollout	Completed	
		(3.2.6) Athena	Phase 2 activity is underway with key elements progressing as scheduled. These include developing an HR interface database for internal use and removing a SPOF. The internal HR Interface tool has been abandoned due to concern over availability of skilled resource for maintenance. The Victim Care Database has an improvement in the new version V6.3 which is now likely to be delivered in Q3.	
		(3.2.7) Gazetteer	Completed	
		(3.2.8) Digital Forensics	New accommodation for central Digital Forensics at Hindlip has further capabilities being incorporated into the refurbishment to ensure accreditation is retained across a wide range of forensic capabilities. This has resulted in a necessary increase in costs.	
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	The Estates Delivery Plan has been reviewed and now focuses purely on West Mercia (it formerly included Warwickshire). This is a “living document” and is updated monthly. The Asset Management Strategy will be fully reviewed once the Alliance changes are known.	Strategic Estate Manager
		(3.3.2) Replacement of Shrewsbury Police Station	Operational Requirement Group set up to identify Force needs and build up user specification. OPE 8 Funding application specifically for Northern Hub being prepared. Work with OPE partners to identify potential sites continues.	
		(3.2.3) Replacement of Hereford Police Station	Site in Holmer Road now acquired and acquisition of additional “Paddocks” site agreed in principle. This is	

			subject to due diligence work and negotiation of more detailed terms being concluded.	
3.4	Delivering the operational control centre programme on time and on budget to improve force resilience	Building of a new OCC	Significant work has been undertaken to establish the minimum viable platform for go-live, ensuring requirements meet the needs of West Mercia only. The ongoing work to route 101 calls through on a reliable platform continue to be problematic with alternative plans now being developed. Airwave integration has been successfully achieved on test systems for data, with further work ongoing to develop the integration for voice. Airwave upgrade work has completed and remaining tasks to close this project have been documented	IPCAC
3.5	Making sure the force has the right contact channels for the public and that it provides the right response every time.	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	Refer to 1.2 and 2.1.2	
3.6	<ul style="list-style-type: none"> <li>• Understanding, investing in and developing the force's officers, staff and volunteers to make sure they are reaching their full potential</li> <li>• Properly investing in the workforce and developing staff</li> </ul>	<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"> <li>&gt;A Talent Management Programme has been developed and is to be implemented.</li> <li>&gt;A Strategic Training Panel provides oversight of the L&amp;D training programme to ensure organisational training needs are identified.</li> <li>&gt;PDR process</li> </ul>	<p>Update from Strategic Training Panel in Feb 2019.</p> <p><b>CPD</b> -The force have shared their CPD Skills Build Calendar for 2019. The calendar sets out the timetable for agreed CPD activity in West Mercia across the financial year. Current CPD training being delivered to the workforce include:</p> <ul style="list-style-type: none"> <li>• Unconscious bias;</li> <li>• Safeguarding, mental health, stalking &amp; harassment;</li> <li>• DA matters;</li> <li>• Fairness in policing;</li> <li>• Disclosure; and</li> <li>• Prevent.</li> </ul>	

			<p>This CPD training is delivered through bitesize CPD on shifts; NCALT E-learning packages and classroom based learning.</p> <p><b>Leadership Development</b> - Following the leadership development pilot with Services to Policing, L&amp;D have produced a roadmap for leadership capability assessment and development on a page. At the start of the calendar year (Jan - Feb 2019) the focus is on addressing the action plan senior police staff within Services to Policing (pilot cohort) as well as initiating work package 2 for Chief Inspectors to Chief Superintendents.</p>	
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.	<p>The proportion of officers / police staff from a BME background in Q3 (Oct - Dec 18 - latest available data) has been compared with the proportion of the local BME population (3.8%). Q4 data is in the process of being produced.</p> <p>Officers: 2.53%. This figure has not changed considerably over the last 12 months but it is hoped it will improve following an increase in recruitment activity.</p> <p>Staff: 2.85%. The proportion of BME staff has increased slightly each over the financial year (from 2.59%).</p> <p>Recent officer recruitment activity has focused on attracting a diverse range of candidates. The subsequent communications campaign included adverts on buses, billboards (in areas of diversity), radio campaigns and print campaigns using photographs and case studies provided by the B-ME staff network.</p>	Strategic Diversity Group

			<p>Preliminary findings suggest that there has been an increase in the diversity of applicants during this recruitment drive. There were 331 new police recruit applications Oct - Dec 18. 4.8% of applicants were BME.</p> <p>During the same time period there were 46 new student officers (0 BME) and 19 transferees from other forces (16% BME).</p> <p>Recruitment and diversity was raised by the PCC at the holding to account meeting with the Chief Constable in January 2019. The PCC sought assurance that the force would utilise the recruitment of the additional 215 officers to improve diversity</p>	
3.8	Increasing the number of special constables and police volunteers	<p>(1) Develop a marketing and communications strategy</p> <p>(2) Ensure a streamlined recruitment and training process</p> <p>(3) Improve recruitment and retention</p>	Refer to D5.1	Citizens in Policing Steering Group
3.9	<ul style="list-style-type: none"> <li>• Delivering a modern, effective and adaptable support function which responds to the needs of our service and community</li> <li>• Aspire to a market leading support service for policing.</li> </ul> <p><b>Refer to 3.1 - 3.8</b></p>		<b>Refer to 3.1 - 3.8</b>	
3.10	Working alongside public and third		<b>Refer to 2.2-2.6</b>	

	sector partners so that together they deliver a safer West Mercia. <b>Refer to 2.2-2.6.</b>			
3.11	Reform of Protective Services		Protective Services reviewed as part of separation with Warwickshire. Some areas can still be delivered effectively collaboratively with Warwickshire, others better delivered regionally (see Specialist Capabilities Programme C4.1) and some just within West Mercia. Negotiations ongoing.	
3.12	Reform of Services to Policing		StP Business Case has been signed off and work instruction issued to PPL to create the new Business Operations Centre. Approval for Assyst (service centre call IT system) and eFins (Financial IT system) being sought. Programme planning session held with leads to validate milestones, phasing and inter-dependencies.	

<b>PART B: Police and Crime Commissioner's Commitments</b>				
<b>Ref</b>	<b>Plan commitment</b>	<b>Supporting activity</b>	<b>Progress update</b>	<b>Oversight mechanism</b>
C1	Work with Warwickshire's Police and Crime Commissioner to provide governance and oversight of all the modernisation programmes across the alliance <b>Refer to 3.1</b>		<b>Refer to 3.1</b>	
C2	Support the health and wellbeing	(C2.1) Ongoing scrutiny of staff and officer sickness levels. (2)Review of annual staff survey	Annual review for 2018/19: For both officers and staff, sickness has increased year on year since 2016/17.	Holding to Account, AGG, Performance

	<p>agenda within the alliance</p>		<p>For officers, trends in hours lost to sickness have generally increased compared to last year. On average, 5.90% of officer hours were lost to sickness each month in 2018/19. This compares to 5.07% in 2017/18. The year-on-year increase was not as significant as anticipated as sickness rates for Dec - Mar were similar across both financial years.</p> <p>For staff, there was an increase in % of hours lost each month to sickness in the first half of the year (Apr - Oct) compared to the previous year. However, rates of sickness stabilised in the latter half of the year and are now below rates seen in 2017/18. On average, 4.92% of staff hours were lost to sickness each month in 2018/19. This compares to 4.82% in 2017/18.</p> <p>In September 2018, DCC Blakeman established a West Mercia specific Health and Wellbeing Board. Initially, this was to ensure local focus / delivery around Health and Wellbeing with overarching governance remaining with the Alliance Wellbeing Board, chaired by the Warks CC. Since the alliance announcement, the Alliance Wellbeing Board has been shelved, and all health and wellbeing matters fall within the remit of the West Mercia Board. There is PCC representation on the West Mercia Board.</p> <p>The West Mercia Board is focussing on a number of key themes based on the HSE stress management indicators - support, control, role, demand, relationships and change. The work is also aligned to the National Police Wellbeing Service, funded by the HO and overseen by the College of Policing.</p>	<p>reports, Health &amp; Wellbeing Board</p>
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			Ongoing work overseen by the board includes the recruitment of 12 Mental Health First Aid Instructors and a Learning and Development Assistant to support the delivery the Mental Health First Aid initiative. In addition, the GCC Virgin Pulse was launched with registration closing early due to the high numbers received (123 teams registered; 861 members of the workforce). Health and wellbeing campaigns continue including health checks, McMillian Cancer support appointments, and services through the health and wellbeing bus.	
		(C2.2) Develop and launch the Behind the Badge Campaign to highlight violence against officers and staff	Filming took place with production company Reef TV and PC Lloyd Stone will feature on Critical Condition due to air on BBC on Monday 10th June. We will actively promote this. We continue to use social media to highlight cases where the new Assaults on Emergency Workers Bill has made a difference, and seek out case study examples.	
C3	<ul style="list-style-type: none"> <li>• Give leadership to the force and partners in forging new collaborations to deliver efficient and improved public services</li> <li>• Join up services and commissioning with partners where there are operational and financial benefits</li> </ul>	(C3.1) Fire and Rescue Service Business Case	Judicial Review set for hearing in June. Earliest start date now assessed as being October 19. Monitoring of progress of current Fire-Fire collaboration ongoing.	Regular reports to Police and Crime Commissioner and Chairs of FRA
C4	Jointly monitor the National Specialist Capabilities Programme and respond to any		The RPOs are continuing to support the PCC's engagement with the Specialist Capabilities Programme by advising the PCC of the strategic issues that are emerging from the Programme and recommending appropriate actions. The PCC	

	changes arising from it		participated in a discussion about the programme at the last Regional Governance Group meeting held on 12 April 2019. Those discussions were centred on the operational and financial benefits of particular aspects of the Specialist Capabilities proposals. Our regional discussions will shape the debates at the next Specialist Capabilities Delivery Board meeting which will take place on 26 June 2019 and PCC Matthew Ellis (Staffordshire) will continue to represent the West Mercia view at the meeting.	
<b>Reassuring West Mercia's communities</b>				
<b>Policing element:</b>				
<b>Ref</b>	<b>Plan commitment</b>	<b>Supporting activity</b>	<b>Progress update</b>	<b>Oversight mechanism</b>
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	<p>DPCC quarterly PSD performance meeting took place in Feb 2019 (Q1 - Q3 data). During the meeting it was noted that considerable improvements had been made by PSD across a number of key performance indicators this financial year. This includes improvements in:</p> <ul style="list-style-type: none"> <li>- % of complaint cases recorded within 10 days;</li> <li>- avg days for local resolution; and</li> <li>- avg days for local investigation.</li> </ul> <p>A new triage team has been established in PSD to drive efficiencies and effectiveness through enabling real-time service recovery where possible. There are 2 triage members of staff in West Mercia. Anecdotally it has been suggested that the triage team have dealt with 25% of total incoming complaints informally, reducing demand on PSD and local policing.</p> <p>The 2 JASC members holding the portfolio for Standards and Ethics received Centurion training and an input from PSD in Feb 19. A timetable for future</p>	Monthly Holding to account meeting; JASC; Dip Sampling of Police Complaints; Civil Claims monitoring PSD Performance meetings

			dip sampling visits has been confirmed. The first dip sampling visit will take place in June to inform the July JASC meeting.	
4.2	Delivering new online platforms for communicating and engaging with the public and partners, alongside traditional and existing methods.		<b>Refer to 3.5, 1.2 &amp; 2.1.2</b>	
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	<p>Q4 data on the confidence survey has now been received and has been actively publicised internally and externally, with some positive attention. This is expected to be the approach each quarter now going forward, given the required confidence level has now been achieved.</p> <p>Plans continue for the next public holding to account, which will be themed on rural crime and takes place next month.</p> <p>A full web audit has been completed with updates to information completed.</p> <p>Data from the recent consultation on the PCC's drugs strategy has been published.</p> <p>The PCC has been involved in a number of public meetings in recent months, holding open discussions with local communities. More are planned for the months ahead.</p>	Improve Public Contact & Comms Programme Board
4.4	Engaging with the public and acting on their concerns locally	Development of a Contact Management Strategy which sets out the service standards the public	It is approaching 12 months since the implementation of the PCC's new contact management system. This will be formally reviewed within the team within the	

	<p>Making sure people get an individual response based on their specific needs, and they understand the service they can expect to receive</p> <p>Work with local people and partners to give visible reassurance on frontline neighbourhood policing.</p>	<p>can expect to receive when having contact with the alliance</p>	<p>next 10 days, as well as with the supplier after that. On the whole, performance remains good and it is clear the system continues to deliver significant improvements.</p> <p>999 performance remains consistent within the police force. Further analysis is now being done around 101 performance. This continues to be scrutinised via the Public Contact Improvement Board.</p> <p>Progress needs to be delivered around capacity to report crime online. Issues with the force website remain unresolved, which currently prohibit this. Single Online Home will not be live to deliver this capacity for a number of months to come, so it remains a priority to resolve issues with the current website.</p>	
4.5	<p>Ensuring the force is visible and accessible both in communities and online.</p>		<p><b>Refer to 3.5, 1.2 &amp; 2.1.2</b></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>Following the alliance announcement, a decision has been made to cancel the Diversity &amp; Inclusion - Communities &amp; Partners meeting (previously chaired by Warwickshire Chief Officers).</p> <p>ASI are now in the process of establishing new governance processes for diversity and inclusion to ensure both forces have suitable meetings and mechanisms for escalation in place.</p>	<p>Strategic Diversity Group Strategic IAG</p>
4.7	<p>Ensuring West Mercia Police complies with the Best Use of Stop and Search Scheme</p>	<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</p>	<p>Although the volume of stop and searches has shown a downward trend for the last three years, the percentage of stop searches with a positive outcome has remained stable at 35%. The force is above its</p>	<p>Stop and Search Strategic Group. Strategic Diversity Group</p>

		<p>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>most similar family group for both the volume and percentage of positive stop searches.</p> <p>Positive outcome rates for under 17 year olds are lower than for adults. On factor is believed to be the blanket effect of officers attending more ASB incidents involving young people.</p> <p>26% of the people stop searched in the last quarter were from outside the force area.</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 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>The ACC lead for cyber crime has redesigned the Strategic Cyber Board, making it more internally focused. The Board's first meeting in the new format focussed on the forthcoming HMICFRS inspection.</p> <p>The West Mercia Cyber Crime Partnership, chaired by the Deputy PCC is the forum for the external partnership work and reports into the Strategic Board. The partnership meeting last met in April where the focus of the meeting was developing the 'prevent' and 'protect' approach across partner agencies.</p> <p>Get Safe Online went live across West Mercia from 1 April 2019 and provides a public facing cyber website resource for the public and businesses. As part of the contract, the initiative also supports 1 training event, a community event and a business event. Members of the force are working with Get Safe Online to develop these.</p> <p>Internally a new cyber portal has been launched on the force intranet to provide a one stop shop for personnel on cyber.</p>	Briefings Cybercrime strategic governance group
4.9	Making sure voices and priorities are	The alliance tactical plan (Rural Matters) sets out 7 key strands of activity in support of the force	The PCC has committed additional funding in his recent precept announcement towards rural crime and	Briefings

	heard and acted on from within our rural communities, via the Rural Matters plan to ensure their specific needs are addressed	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.	the recruitment of 5 additional rural and business officers (RABO). Work is underway in force to develop a structure in line with the PCC's requirements as part of a wider review and restructure of the local policing harm hubs. Recruitment has taken place to fill one of the existing RABO posts following the resignation of the post holder. The PCC will be publishing a draft rural crime strategy outlining his commitment to rural crime in the coming weeks.	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.	The PCC has committed additional funding in his recent precept announcement towards rural crime and the recruitment of 5 additional rural and business officers (RABO). Work is underway in force to develop a structure in line with the PCC's requirements as part of a wider review and restructure of the local policing harm hubs. Recruitment has taken place to fill one of the existing RABO posts following the resignation of the post holder.	

<b>Police and Crime Commissioner's Commitments:</b>				
<b>Ref</b>	<b>Plan commitment</b>	<b>Supporting activity</b>	<b>Progress update</b>	<b>Oversight mechanism</b>
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.	1. A recent recruitment campaign has resulted in 9 applications across the force area, which will restore ICV numbers to close to what they should be. Interviews will be concluded next week, with vetting then being the only significant delay to new ICVs starting. ICVs receive regular updates from the scheme co-ordinator on regional and national issues,	Attendance at the strategic custody users forum (SCUF) and the Custody Users Group

		<p>(4) Providing data to &amp; 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</p>	<p>and training is going to be introduced to regular panel meetings. New ICVs will have full days training prior to starting  2. ICV scheme co-ordinator attends bi-annual panel meetings, last were in March and next are due in Sept.  3. Implementation of digital recording has commenced. Shropshire panel now using this, refresher training arranged for other panels, so should be fully in use across force area by end on June.  4. Next data to be provided to ICVA is a summary of visits April 2019 – June 2019. This data is also to be published via PCC website. Currently working on a new ICV Scheme holding police to account policy with ICVA. Scheme has achieved compliance with the ICVA Quality Assurance Framework  5. Scheme co-ordinator attended ICVA national conference in March.  6. Scheme annual report will be published and made available for ICVA and via PCC  7. All ICVs have signed a MOU and new ones are required to do so as part of induction.</p>	
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	<p>Progress has been positive and sustained in recent months.</p> <p>Social media has grown significantly, both as a result of, and resulting in, some of the most successful content the PCC accounts have ever known. Engagement on these platforms has also increased.</p> <p>The PCC's budget consultation and eventual decision received significant media interest. Engagement in the consultation was higher than the previous year.</p> <p>Coverage of the recent launch of the new Victim Advice Line was very positive and widely referenced.</p>	Monitoring of Strategy delivery plan on a quarterly basis

			<p>Following the success of the road safety campaign with Worcestershire County Council, partnership work is now underway to roll out the same pilot in both Herefordshire and Shropshire, along with phase two in Worcestershire.</p> <p>Planning is underway for the PCC's programme of summer events.</p>	
D.3	Launch a new Commissioner's Ambassador scheme to deliver more engagements, relationships and local links across our communities	<p>(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 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.</p> <p>(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</p>	<p>The Community Ambassadors are still heavily involved in their respective communities. They are attending meetings with different groups, such as youth clubs, parish council meetings as well as linking in with the local policing teams. As we head into the summer months, the Ambassadors are joining the PCC at the summer events across West Mercia. As an office we are making sure that there is still plenty of representation in the areas of Herefordshire and South Worcestershire (see below).</p> <p>The Ambassador grant scheme is still being used, with the introduction of the road safety LPCAF bringing in more interest. Local communities have benefited from the funding with the introduction of new signage, speed activated signs and more 'mini officers' to be used across the area. With two Ambassadors no longer in place in Herefordshire and South Worcestershire, it is now the responsibility of the respective Supts to ensure the funding is being used.</p>	Monitoring of CA programme
D.4	Ensure that the police and partner organisations are active and effective in tackling the issues	(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,	The quarter 4 results from the confidence survey have been received, completing the first full year of the survey. The sample size for the year is 3000 respondents, 600 per local policing area, weighted by population size and reflecting age, gender and ethnicity.	Delivery plan monitoring

	that are important to our communities	introduce a confidence and satisfaction survey across West Mercia	<p><b>Confidence</b>  The majority of residents (85%) agreed that they had confidence in West Mercia Police and more than 8 in every 10 were confident that they would receive a good service from the force.  Over two-thirds (69%) felt that West Mercia Police were doing a good or excellent job</p> <p><b>Visibility</b>  Around a quarter (26%) of residents report that they see an officer or PCSO at least once a week with half (51%) satisfied with the levels of policing in their local area.  Around a quarter (24%) said that they had spoken to an officer or PCSO from their local policing team.</p> <p><b>Interaction / access</b>  More than 8 out of every 10 were confident that they could access the police in an emergency with just over two-thirds (67%) confident they could do so in a non-emergency.  The majority (80%) said they would prefer to contact West Mercia Police by telephone for a non-emergency issue.</p> <p><b>Effectiveness</b>  Over two-thirds (69%) of residents felt that West Mercia Police understand the issues in their community and a quarter (26%) reported that they thought that crime and ASB was a problem in their area.</p> <p>The results from the survey are being analysed by the force and will inform service delivery</p>	
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		(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 media monitoring, social media and wider environmental scanning continues, and is used to shape communications, particularly on a daily basis using social media. Some successful recent content has come about as a direct result of environment scanning Brexit now forms a more prominent aspect of environmental scanning with the police force. The recent cancellation of regular meetings with the force's communications team has made it more challenging to do effective, consistent horizon scanning. This has been raised and is being rectified.	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 has continued to respond to relevant consultations including on the Serious Violence Legal Duty and a submission to the Transport Select Committee on safer roads.	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	We will be celebrating national volunteers week in the first week of June with a media opportunity, visiting the Where Next project, to present a plaque to volunteers with learning disabilities to thank them for their hard work- this forms part of the wider inclusivity work. Also during volunteers week, we have issued a media release under embargo celebrating all volunteers within and alongside the police, will issue five social media videos celebrating specials, ICVs, NHW volunteers, Community Speed Watch and Search and Rescue, will issue graphics around the number of hours worked and support corporate communication to promote further good news stories.  Visits are also being arranged to other inclusivity projects including the gardening project in Shrewsbury and the Car Wash project in Redditch, where we will look to promote other media opportunities	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		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 web audit is now complete. Numerous updates and changes have been made, with further ones still to be implemented. However, key requirements and publications are fully up to date.	Website management plan
		(D6.2) (1) Complete annual review of the Corporate Governance Framework (2) Complete annual review of the Treasury Management Framework	Completed	JASC
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.	No West Mercia specific reports have been issued. The results from the Integrated PEEL inspection that took place in January will not be known until later in the summer.  The force has been informed that it will be subject to a crime data inspection in June. This is a follow up inspection to a 2014 review of all forces.	
D8	Work with local people and partners to give visible reassurance on frontline neighbourhood policing (Joint PCC / CC commitment) <b>Refer to D2 and D5</b>		<b>Refer to D2 and D5</b>	
D9	Work with the force to explore, develop and	The PCCs office has started collating information from other PCCs who have already established a	The PCC's office is continuing to work with regional and national colleagues to develop thinking in regards	

	implement new complaints processes in response to Policing and Crime Act 2017 changes.	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.	<p>to the PCC's new powers in respect of appeals / reviews. The PCCs in the West Midlands region are exploring options for a regional approach. To further develop the prospective regional approach, the West Mercia OPCC has developed an options paper regarding ICT solutions on behalf of the region (to establish practicality / viability). This has been approved by all regional Chief Executives.</p> <p>The DPCC has regular meetings with the Head of PSD. Q3 data was reviewed in February 2019. It was noted that a number of considerable improvements had been made by PSD across a number of performance metrics including:</p> <ul style="list-style-type: none"> <li>•% of complaints recorded within 10 days;</li> <li>•Average days for local resolution;</li> <li>•Average days for local investigation.</li> </ul> <p>The next performance meeting will take place in June and will review performance across the 2018/19 financial year.</p>	
D10	Engaging with the public and acting on their concerns locally	Home and Dry water Safety Network and Campaign	<p>The Home and Dry Network is now fully established, and has met three times. The group is chaired by us, and involves representatives from across West Mercia Police, West Mercia Search and Rescue, Hereford and Worcester Fire Service, Shropshire Fire Service, RNLI, RLSS, Samaritans, Canal and River Trust, Street Pastors and Local Authorities.</p> <p>Extensive mapping work has taken place to identify work happening across the area and to address gaps.</p> <p>From this mapping work a full comms strategy has been developed working across 4 strands:</p>	

			<ul style="list-style-type: none"> <li>• NTE</li> <li>• Education</li> <li>• Mental Health</li> <li>• Physical Prevention</li> </ul> <p>The delivery plan (Also attached) outlines how this will be delivered, beginning with a launch in the summer, focus on education beginning Sep, moving towards NTE focus towards the end of the year, and some more long term goals into 2020.</p> <p>We continue to promote water safety through social media , and engagement with media and partners.</p>	
		Roads focus campaign	<p>We have been working with Shropshire Council to pull together the latest Roads Focus campaign. Similarly to Worcestershire, a week of action will take place w/c 8th July in Ludlow, Market Drayton, Oswestry, Bridgnorth and Shrewsbury. The week will consist of four drop-in sessions for residents to raise concerns, and a free driver awareness course for people looking to refresh their knowledge. The week will be supported by the council, the local policing teams, the Safer Roads Partnership team, local councillors and WSP (who are responsible for roads in Shropshire).</p>	

## GLOSSARY: OVERSIGHT MECHANISMS – SUMMARY OF MEETINGS

**Key:** '\*\*' - Notes of meeting are published, '#' – public meeting

<b>NAME</b>	<b>PURPOSE (Safer West Mercia Plan - Cross cutting / other)</b>	<b>MEETS</b>
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 and Standards 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 along with matters of ethical governance and actions of West Mercia Police and Warwickshire Police (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
<b>NAME</b>	<b>PURPOSE – (Safer West Mercia Plan – Putting victims and survivors first)</b>	<b>MEETS</b>
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	
<b>NAME</b>	<b>PURPOSE – (Safer West Mercia Plan – Building a more secure West Mercia)</b>	<b>MEETS</b>
Local Criminal Justice Board*	Brings together West Mercia's criminal justice partners to improve the efficiency and effectiveness of the criminal justice system	Quarterly
Vulnerability Steering Group	A newly formed Group whose remit is to provide oversight of the management of risk and performance across the strands of 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 Action Groups (SOCJAGs)	Provides overview of the initiative set up to bring partners together to tackle organised crime groups in each Local Policing Area.	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
<b>NAME</b>	<b>PURPOSE – (Safer West Mercia Plan – Reforming west Mercia)</b>	<b>MEETS</b>
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.	
<b>NAME</b>	<b>PURPOSES – (Safer West Mercia Plan – Reassuring West Mercia’s communities)</b>	<b>MEETS</b>
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
Strategic Custody Users Forum	Brings together police, ICVs, and service providers to provide oversight into all aspects of custody	Quarterly
PSD Performance Group	Provides an oversight of Professional Standards Performance	Quarterly
Strategic Stop and Search Group	Brings together police, police federation/Unison PCCs and IAGs for oversight of stop and search activity across the alliance. Reports to the Strategic Diversity Group	Quarterly
Independent Custody visitors Co-ordinating group/ panel meetings	Local meetings for the ICV volunteers on each panel to meet with the local inspector responsible for custody to raise concerns, and review ongoing work of the panel	3 per annum
Cyber Crime Strategic Panel	Police and partner meeting to provide oversight of the alliance approach to cyber including the tactical working groups.	Quarterly

## Appendix 3

### Performance Summary

Topic	Inclusion	Data	Commentary	
<b>Putting Victims &amp; Survivors First</b>				
<b>Confidence</b>	Quarter report unless updated	Reduction compared to the previous period and below the MSG and the national average.	Local confidence survey shows stable results	2
<b>Victim Satisfaction</b>	Month & quarter	Overall satisfaction – consistent with previous quarter	Victim satisfaction plan being developed	4
<b>Repeat Victimisation</b>	Month & quarter	Number of repeat victims has increased from last month although the repeat rate has remained the same	ASI trialling more timely reporting process	5
<b>Building a More Secure West Mercia</b>				
<b>Total Recorded Crime</b>	Month & quarter	Increased volumes on previous month and above monthly average.	No exceptional volumes	7
<b>Violence with Injury</b>	Quarter unless exceptional	Increased volumes on previous month and above monthly average	No exceptional volumes	14
<b>Violence without Injury</b>	Quarter unless exceptional	Increased volumes on previous month and above monthly average	Exceptional volumes in Telford & Wrekin	16
<b>Sexual Offences – Rape</b>	Month & quarter	Increased volumes on previous month and above monthly average	No exceptional volumes	18
<b>Sexual Offences – Other</b>	Month & quarter	Increased volumes on previous month and above monthly average	No exceptional volumes	20
<b>Residential Burglary-Dwelling</b>	Quarter unless exceptional	Increased volumes on previous month and above monthly average	No exceptional volumes	22
<b>Robbery</b>	Quarter unless exceptional	Increased volumes on previous month and significantly above monthly average	Exceptional volumes in Telford & Wrekin	24
<b>Missing persons</b>	Quarter unless exceptional	Increased volumes on previous month and above monthly average	Decrease in monthly average from 443 to 347 missing person reports.	27
<b>Hate Crime</b>	Month & quarter	Increased volumes on previous month and above monthly average.	No exceptional volumes	29
<b>Hate Crime Satisfaction</b>		Consistent with previous quarter		
<b>Domestic Abuse</b>	Month & quarter	Increased volumes on previous month and above monthly average.	No exceptional volumes	31
<b>Child at Risk</b>	Month & quarter	Increased volumes on previous month and above monthly average.	Exceptional volumes in all areas except for South Worcestershire	37
<b>CSE</b>		Increased volumes on previous month and below monthly average.	No exceptional volumes	39
<b>Cyber Crime</b>	Month & quarter	Increased volumes on previous month and significantly above monthly average.	Increased due to a Crime Bureau drive on all keywords.	40
<b>ASB</b>	Quarter unless exceptional	Increased volumes on previous month but below monthly average.	ASB is following the expected seasonal trend.	43
<b>Serious Organised Crime</b>	Quarter	OCG and disruption data		45
<b>Road Traffic Casualties</b>	Quarter unless exceptional	5 road deaths occurred in the previous month.		46
<b>Response Times to Emergency Incidents</b>	Quarter unless exceptional	Decrease in the volume of emergency incidents compared to the previous month	Decrease in average emergency response time last month	48
<b>Unresourced Incidents</b>	Month & quarter	Volumes continue to be high despite a reduction in the last month	Activity to understand volumes underway	50
<b>Intelligence Reports</b>	Month & quarter	Decrease in outstanding submissions.		51
<b>Criminal Justice – File Quality</b>	Quarter		More detailed CJ report available	52
<b>Reassuring West Mercia</b>				
<b>Business Crime</b>	Monthly Increase	Increased volumes on month and above monthly average.		54
<b>Rural Crime</b>	Monthly Increase	Increased volumes on month and above monthly average.		56
<b>Reforming West Mercia</b>				
<b>Sickness</b>	Month & quarter	Reduction in both Officer and Staff sickness rates compared to previous month		59
<b>Complaints</b>	Quarter report	93% complaints recorded in 10 days and 82% finalised in 120 days.		60
<b>Call Handling</b>	Month & quarter	999 abandoned rate has decreased however the 101 has increased. Answering of 999 calls above standard but below for 101 calls.		62

