

## **WEST MERCIA POLICE AND CRIME PANEL**

### **27 November 2019**

## **POLICE & CRIME PLAN ACTIVITY AND PERFORMANCE MONITORING REPORT (JULY - SEPT 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 11 within the 'Reforming West Mercia' section of this report.

### **Delivery plan and assurance**

4. 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.
5. 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 October 2019.
6. 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**

7. **Supporting victims of sexual violence** – responding to a gap in service and demand the PCC has increased the service provision to victims of sexual violence and abuse in Shropshire and Telford. AXIS, the existing service provider, has been commissioned to provide a specialist Children's Independent Sexual Violence Adviser (ChISVA) role to support children aged 5-10. Previously, support to this age group was given indirectly via support to the parent. The new service means they are now having direct 1-2-1 support. Direct work will be carried out with the child in areas identified as there being a need to

help the child cope and recover such as self-esteem; issues around guilt and shame; age appropriate sexual development; and bullying. The post is funded to 31st March 2021 and will ensure an equal service provision for victims aged 4 upwards across West Mercia.

- 8. Supporting victims of domestic abuse (DA)** – agreement has been successfully reached with Worcestershire County Council Public Health to continue funding the Drive DA perpetrator pilot project until 31st March 2021. This will include provision for a Drive Case and Service Manger to work with perpetrators, increased Independent Domestic Violence Advisor (IDVA) support to work with victims and provision of support to children and young people whose parents are going through Drive and being supported by IDVA.

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

- 9. We don't buy crime** – The PCC has provided funding to the force to recruit two dedicated exploitation and vulnerability trainers to deliver bespoke safeguarding training in Herefordshire, Shropshire and Worcestershire. Both have a wealth of experience and knowledge in safeguarding and will work with identified groups to deliver tailored training sessions. They will cover a host of areas including: vulnerability, adverse childhood experiences, OCGs, Modern Slavery, Consent, CSE and Criminal Exploitation (CE), to partner agencies, hotels, taxi firms, licensed premises, drive-thru's, libraries, community groups and voluntary organisations. The training will enable participants to spot the signs of exploitation and vulnerability and know what to do if they suspect someone may be being exploited. In addition to delivering training externally, they will also be delivering training to officers and staff within the force.
- 10. West Mercia Diversionary Network** – To improve the lives and outcomes of the most vulnerable children and young people (C&YP) in our communities the PCC is committed to working in partnership to identify gaps in provision, avoid duplication and intervene early. As part of this commitment the PCC has ring-fenced over half a million into an early intervention fund to implement a West Mercia Diversionary Network (WMDN), assisting partners to reduce youth crime and exploitation. Following a successful provider and stakeholder market event in the summer an invitation to tender went live on the 21st October 2019 with all submissions due on 25th of November 2019. The procurement process will conclude in early 2020 and the new contract will go live on 1 April 2020.

### **Reforming West Mercia**

#### **11. Strategic alliance update**

- 12.** Negotiations with Warwickshire failed to reach resolution before the end of the original notice period (8<sup>th</sup> October 2019). On the 7th October 2019 the Home Secretary wrote to both forces directing them to continue the existing collaboration agreement for a further 6 months, until the 8th April 2020. A copy of this letter is attached at appendix 4.

13. The Home Secretary's mandate clearly stipulated that the Alliance should continue in accordance with the most recent Strategic Alliance Collaboration Agreement, and by extension its existing terms and conditions. The mandate therefore included:

- Shared policing service incorporating protective services to the communities of Herefordshire, Shropshire, North Worcestershire, South Worcestershire, Telford & Wrekin, North Warwickshire and South Warwickshire;
- A single Enabling Services Directorate providing support services and resources to all business areas of the Strategic Alliance;
- A single Chief Finance Officer (Section 151 Officer)
- A Single Estate Services Manager working to the PCCs and a Single Treasurer and Deputy Treasurer working to both PCCs

14. Any variation to the collaboration (e.g. separation of individual functions before the six months was over) would need agreement, as per standard established practice for the Alliance. However, 24 hours later Warwickshire unilaterally removed the following Alliance services:

- Corporate Communications
- Dog Kennelling and Training
- Taskforce
- HR Business Teams and People Development
- Intelligence including: Force Intelligence Bureau (FIB), i24, ANPR, Intelligence Processing Unit
- Learning and Development
- Major investigations and Serious and Organised Crime
- Operations including the Operations Communications Centre(OCC) and Tactical Planning and Resilience
- Professional Standards
- Vulnerability and Safeguarding including: Child Exploitation and Missing Team, Domestic Abuse Unit, Harm Hub and the Harm Assessment Unit
- Safer Roads Partnership
- Business Support

15. West Mercia responded quickly to this unilateral decision by Warwickshire, in order to minimise the operational impact on the force.

16. The Home Secretary's mandate letter also confirmed independent experts from the policing sector would be provided to assist the forces in assessing and agreeing the reasonable costs associated with ending the Alliance along with charging mechanisms for any ongoing collaborations. West Mercia is now fully engaged with, and will continue to support this process.

17. **Increasing police officer numbers** – Officers recruited as part of the PCC commitment to increase numbers by an additional 215 officers have continued to be posted to local areas and are making a valuable impact in communities across West Mercia, helping to make these communities safer and more secure. In addition the PCC has welcomed confirmation from the government that West Mercia Police will receive an uplift of an additional 93 officers as part of the national recruitment of an additional 20,000 officers.

### Reassuring West Mercia’s communities

18. **Community ‘Meet your PCC’ events** – As part of his role in engaging with communities the PCC is holding a number of question and answer surgeries. Designed to engage with more rural communities they will give the public the opportunity to put their questions relating to local policing, to the PCC on a one to one basis. So far 11 have been confirmed with a further 6 currently in development. Promotion of the events is on-going and includes banners, posters, social media posts and media releases. The first event took place in Much Wenlock where twenty two local residents took the opportunity to have a one to one with the PCC or his Deputy. Around a further thirty more people attended a broader discussion. The main issues discussed were rural crime and speeding traffic.

19. **Road safety campaign** – Working in partnership with Worcestershire County Council the next phase of the ‘Roads Focus’ campaign has been developed. The campaigns commences on the 18 November to coincide with the National Road Safety Week and has a focus on winter driving. Drop in sessions are being held at venues across Worcestershire, there will also be two free driver awareness sessions, held in partnership with national driver-education providers TTC and hands-on driver training that will allow people to improve their winter driving skills. To encourage people

### Performance and accountability

#### Holding to account

20. 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
August	Thematic	Workforce
September	Thematic	Local Policing
October	Virtual	Performance
November*	Thematic	Modern Day Slavery and Human Trafficking

\*NB: The November meeting takes place after submission of this report.

21. The virtual meeting in October comprised a written request for information on force performance. The force have been asked to respond to this by the end of

November. A copy of the PCC's request along with a copy of the force response will be published on the PCC's website in due course.

22. Key findings / outcomes from the meetings held in August and September include:

- The current recruitment drive for police officers provides an opportunity to increase diversity. Vetting has been identified as a point in the process where BAME applicants struggle and the vetting's appeal panel has been opened up to the Independent Advisory Group (IAG) to challenge how things are done and try and mitigate issues.
- The PCC has continued to challenge the force on its use of outcome code 16 and has asked for the issue to be brought back to a future holding to account meeting before the end of the calendar year.
- The force has improved its use of social media, but there remains some inconsistencies across local policing areas. Following advice a one month pilot will be run in Telford where all twitter accounts will be combined into one with the aim of being easier to monitor and engage with the public.
- Work is ongoing to better manage and reduce demand and an improvement plan is in place to support this. Areas that cause significant demand have been identified and they are now being looked at as part of the next steps in the work.

### **HMICFRS inspection reports**

23. Since the last update two West Mercia - specific reports have been published. The Integrated PEEL inspection report brings together the three inspection pillars of efficiency, legitimacy and effectiveness into one report. A separate report has been prepared for the Panel on this report.

24. HMICFRS has also published its report into Crime Data Integrity in West Mercia, last inspected in 2014. The latest report recognises the force has improved its performance in this area and has been graded 'good'.

25. One national thematic report has also been published into the police response to cyber dependent crime. Any recommendations or areas for improvement for police forces to action will be considered and addressed by the force as appropriate.

### **Force performance reports**

26. 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 summary reports.

27. The September performance report is attached at appendix 3. This report includes those metrics that were previously included in the quarterly performance report. As requested by the Panel the summary page from the report has been included separately and is shown at appendix 2.

## **Criminal Justice Performance**

28. 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.
29. During the second quarter of 2019 a sustained focus on quality has resulted in more offenders pleading guilty at the first hearing rising to 81%, 5% above the National Average. West Mercia also has the highest conviction rates (87.1%) across the region. The continued focus on improving outcomes for victims of domestic abuse and sexual violence has seen an increase in conviction rates, rising to 82.5% and 75% respectively - again the highest conviction rates in the region and well above the National Average.
30. During quarter two the area focused on reducing the number of unnecessary hearings per case. As a result of the work the area significantly reduced the number of hearings in both guilty plea cases and contested cases, resulting in the 3rd and 2nd best performance in the Country respectively. West Mercia still has one of the best witness attendance rates (90%) in the country which is a testament to the support offered by Witness Care and Witness Service officers.

## **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 June 2019

Appendix 3 - West Mercia Police Performance Summary June 2019

Appendix 4 – Letter from the Home Secretary, October 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

**Delivery Plan Extract**

**Appendix 1**

<b>PUTTING VICTIMS AND SURVIVORS FIRST</b>				
<b>Policing element:</b>				
<b>Ref</b>	<b>Plan commitment</b>	<b>Supporting activity</b>	<b>Progress update</b>	<b>Oversight mechanism (s)</b>
1.1	Make sure officers and staff have the skills to properly support victims and survivors and do so when necessary.	Audit and review of knowledge, skills and attitudes. Review of training and development plans. Monitor compliance with Victims' Code of Practice (VCoP) and Witness Charter. Monitor key performance indicators linked to special measures, needs assessments and signposting to services.	Victims' Code Compliance framework in place. All CJS agencies (except for HMCTS who are waiting on an IT solution) have provided data returns. Highlight reports prepared for PCC's Victims' Board in Oct. Action plan in place to address key performance concerns. Improvement plan managed via the PCC's Victims' Board.	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	Single Online Home has gone live in phases over the summer. New features continue to be gradually introduced. Members of the public can now report crimes and incidents online, but cannot yet track the progress of those reports.	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	Complete	Victims' Board Delivery Plan monitoring

		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		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	Refer to 1.1	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.	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

		7. Publish meeting papers on PCC Website.		5.Oversight and scrutiny reports
		(A3.2) Improve compliance with the key entitlements set out in the Victims' Code of Practice (VCoP)	Refer to 1.1	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 re-victimisation	(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 (both 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 finalised 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 undertaken with the introduction of VAL. 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. Action complete.	Victims' Board
		(A4.10) Improve the capture rates of mobile phone contact details in order to drive up rates of automated SMS contact	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. Action complete.	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.	Successful applications and projects now being mobilised. Action complete	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.	Completed  Systems and processes in place to monitor and address performance issues. West Mercia has the highest witness attendance rates in the region.	Victims' Board Delivery Plan monitoring Performance Mgt.

			Significant reduction in cases dropped linked to victim and witness attendance issues.  Performance monitored by the OPCC and Victims' Board.	Audit and scrutiny
A.6	Support the appropriate use of restorative justice	1. Commission an appropriate service provider to deliver RJ interventions across West Mercia. 2. Design and implement an RJ gateway service 3. Design and implement an appropriate triage process which effectively manages RJ referrals. 4. Consult and implement service level agreements between the CJS and the preferred provider. 5. Effective contract and programme management.	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).  We have also included RJ into a new commissioned service with Victim Support, a response to RJ in the 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.	1. RJ programme board 2. Performance management reports 3. Programme highlight reports. 4. Contract management reports

<b>Building a more secure West Mercia</b>				
<b>Policing element:</b>				
<b>Ref</b>	<b>Plan commitment</b>	<b>Supporting activity</b>	<b>Progress update</b>	<b>Oversight mechanism</b>
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	The lead Supt. for Vulnerability has an action plan in place. Shift from harm hubs to multi-agency problem solving hubs in place. Focus on reducing repeat victimisation, domestic abuse, improving outcomes linked to sexual violence. SOCJAGS now established across all areas, with local profiles in place. MATES working well to tackle local issues. Un-resourced calls linked to DA reducing significantly. Updates provided at the CRB	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	vulnerability and a comms strategy to support the vulnerability work.		
<p>(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)</p>		<p>1) Public confidence for West Mercia is currently 73.6% (CSEW - 12 months to June 2019). This is a very small decrease from the last reporting period reflecting the national trend, but remains higher than the 3 previous quarterly updates. The force has improved its ranking both nationally (from 24th to 23rd) and in the most similar group (7th to 6th).</p> <p>Data from the PCC's Confidence Survey is monitored on a quarterly basis. Confidence has remained stable at approximately 85%.</p> <p>2) There has been a notable improvement in 999 performance since November 2019. 88% of 999 calls were answered within 10 seconds in December, a decrease compared to the previous month (91%) and below the expected standard (90%). However the latest weekly report (week ending 20.10.19) shows that performance has remained above 90% for 3 out of 4 weeks.</p>	Weekly/monthly/quarterly performance reports & holding to account sessions	
(2.1.3) Response	<p>85% of emergency incidents were attended within 20 minutes in September 2019. This is comparable to the previous quarter, and the same period last year. The average response time (13 mins) has remained relatively stable since June 2018.</p> <p>The PCC has escalated scrutiny of response times via a virtual holding to account (written request to the A/DCC). The PCC has asked for assurance that the force is able to demonstrate service improvements across key measures as set out in the 19/20 budget. This includes response times and face-to-face</p>	Monthly/quarterly Performance reports		

			appointments. A response is expected from the force by the end of November 2019.	
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	Systems and process in place to reduce harm attributed to vulnerability, repeat victimisation and harm. Frameworks in place: •Harm assessment units •Multi-agency risk assessment conferences •Multi-agency Public Protection assessments •Multi-agency safeguarding hubs •Integrated Offender Management •Integrated Victim Hubs •SOCJAGs •Liaison and Diversion  PCC Victim Board governance is being reviewed to ensure delivery of outcomes.	Crime Reduction Board
2.3	Proactively finding the causes of crime so threats are identified and targeted before they escalate. Working more effectively with partners and local communities to prevent, resolve and reduce crime and anti social behaviour	(2.3.1) 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, Hereford has a Supt who is vice chair, North and South Worcestershire have CI attendance at all meetings.	Attendance by PCC / Officers at CSP meetings
		(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)	Action complete .SOCJAGS are now established and operating in Herefordshire, Shropshire, Telford and Worcestershire. The PCC's Crime Reduction Board maintains strategic governance.	Crime reduction Board
2.4	Ensuring partnership commitments are fully implemented and delivering the	(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.	Community Safety Partnerships meetings,

	<p>best possible results, including West Mercia's Reducing Reoffending Strategy and Mental Health Crisis Concordat</p>		<p>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.</p>	<p>Crime Reduction Board, RJ Programme Board, Local Reducing Reoffending Boards. IOM Board</p>
		<p>(2.4.2) Mental Health - the force is signed up to the Mental Health Concordat and supports the local delivery plans,</p>	<p>The Office of the PCC is currently working with the Force and partners to review the impact mental health calls for service are having on the Force. The work includes reviewing the current landscape of service provisions and pathways. An initial assessment indicates that available resources are not being used to best effect. In addition, the Force has carried out high level modelling of the demand linked with Mental Health calls for service and is engaging with commissioners to reduce that demand. The OPCC and Force are currently scoping a workshop to be held in the new year bringing together commissioners, service providers and service users in order to deliver improved outcomes while reducing overall demand against our services.</p>	<p>Crime Reduction Board. MH Concordat Strategic Board. Strategic Custody Users group</p>

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	<p>1) Reinvigoration of governance and reporting mechanisms</p> <p>(2) Co-ordination and re-commissioning of young driver training initiatives</p> <p>(3) safer roads fund</p>	<p>(2) The PCC is awaiting the first monitoring report for 2019-20. A new more cost effective delivery model has been proposed for the next bid and a reply from commissioning has been that the bidder will need to follow formal procedures when the PCC announces his second Safer Roads Grant round.</p> <p>(3) Grants are in their mobilisation period and the PCC is awaiting the first quarterly report due in October. The Commissioning team have been pro-actively reviewing and refining application output and outcome targets with grant recipients to prepare a quarterly reporting template specific to the service being delivered.</p>	<p>Safer Roads Partnership Governance Board</p> <p>Grant monitoring</p>
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.	<p>Two Hate Crime Pilots are currently running in force. In Telford a number of dedicated officers manage all recorded hate crime offences. In South Worcestershire Hate Crime Advocacy and Liaison Officers (HALOs) have been introduced. HALO's are officers and staff specially trained to support officers investigating hate crime, as well as giving additional guidance and care to victims.</p> <p>The PCC continues to support any positive hate crime activity identified.</p>	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	(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

	prevent victimisation. Cross reference to A3 (Victims Board and A4(Needs Assessment))			
		(B1.2)Perpetrator programme: Explore funding opportunities for a perpetrator programme across West Mercia	<p>Drive is working well in Worcestershire, we are now starting to see some outcome data from the closed cases where behaviour change work has been conducted. We are also taking learning from some of the other Drive sites around the perpetrator panels and the involvement of multiple agencies in the disruption of perpetrator behaviour.</p> <p>We have just had funding agreed by PCC and WCC to extend project from Jun 2020 to end of March 2021.</p> <p>Key statistics from Q2 data are;</p> <p>125 referrals made to Drive, 98 current open cases with 62% cases having direct contact. 56% of those having direct contact are fully engaging with the service.</p> <p>28 cases have been closed to date. Of these, 29% reported that abusive behaviour had improved with 41% of the cases receiving an increase in victim safety.</p> <p>Year 3 data from independent Bristol University evaluation is due at end of December 2019.</p>	Delivery plan monitoring
B.2	Make sure public funding used in support of this objective is allocated	(B2.1) (1) Use Commissioning Strategic Frameworks / scorecards in the determination of funding allocation.	Completed	Delivery plan monitoring

responsibly, is outcome focussed and based on proven need. Use a commissioning framework to ensure funding for community safety partnerships represents value for money. Develop strong partnerships that deliver our shared outcomes.	(2) Update scorecards on a quarterly basis to provide quantitative data (3) Carry out needs assessment.		
	(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
	(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.	This project has been put on hold for now due to capacity within the commissioning team.	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 (WDBC)	This project continues to thrive with a further business case being developed to purchase additional smartwater kits (requires PCC approval).  Commissioning have now provided WDBC with a holistic budget instead of monitoring singular funding streams. This provides the team with the autonomy to prioritise the elements of the project.  The new team have settled in well.	Grant monitoring
	(B2.13) PCC's Safer Roads Fund	<a href="#">Refer to 2.5</a>	Grant monitoring
	(B2.14) West Mercia Diversionary Network (WMDN)	The invitation to tender went live on the 21st October 2019.  CCE link workers supporting children and young people entrenched in exploitation are now being funded West Mercia wide. This is in addition to the tender and is an excellent example of partnership working.	Grant monitoring
	(B2.15) Drug intervention provider (DIP) custody review	Meeting with WCC public health has taken place. There is agreement in principle with the Director of PH to review the DIP provision and work in partnership on delivering the PCC's Drug's Strategy.	
	(B2.16) The Commissioner's fund performance reporting	Q1 submitted and grant achievements were celebrated via media releases and were challenged where appropriate to do so. Monitoring is on track.	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 ongoing to develop draft strategic documents on road safety and domestic abuse. These will be issued for consultation in a phased approach in the coming months.</p> <p>The PCC's draft Rural Crime Strategy was tabled at the PCP meeting in September and has subsequently been out for wider consultation. This ended on 8<sup>th</sup> November. The PCC will be reviewing the strategy and finalising a draft document in the next few weeks.</p> <p>The final version of the SOC strategy has been published and work is now ongoing to prepare a delivery plan in support of it.</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</p>

				(CSP, Reducing 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> – A new Central Forensic Collision Investigation model has now been agreed by all 43 forces. Two year extension for ISO accreditation now agreed with the end date of March 2022. Driving Standard Policy for Police Pursuits has been redrafted to account for speed cap differences across West Mercia/Warwickshire and West Midlands/Staffordshire. Speed cap training issues in the West Midlands/Staffordshire will be addressed through refresher courses.. The regional strategic ambition will be revisited once the Driving Standard Policy has been signed off.</p> <p><b>Regional financial investigation (FI) and Fraud</b> – Engagement with NPCC portfolio holder for Financial Crime continues after initial conversations. Exploration around Regional Fraud Governance has commenced and will form part of a ROCU Performance update at RGG. Measure designed to help the region have sufficient assurances around fraud is dealt with through the national framework. Performance measures to include data around what activity is being generated through referrals from Action Fraud and the National Fraud Intelligence Bureau.</p> <p><b>Criminality in the prisons-</b> The taskforce continues to deliver against the actions within the plan. The next Criminality in Prisons Taskforce meeting is being arrange for the end of November. Initial meeting with academics to take place to explore options for measuring the impact of the recommendations that have been implemented through the multi-agency group.</p>	PCC and Chief Executive attendance at regional PCC meeting. Scrutiny by regional POs. Scrutiny via AGG. Regional POs providing regular updates

			<p><b>ROCU-</b> Deep Dive to take place on November 14 to explore how ROCU have demonstrated they are delivering their capabilities in the most efficient way. Exploration of what an uplift in intelligence will look like.</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 RPO represented the PCC at the last meeting where issues of aircraft safety, fleet replacement, calls to service performance and funding were discussed. The next meeting will take place on 16 December 2019 and these issues will be debated further. Locally, the PCC is also seeking to further understand how drones can be used by force to improve operational performance.</p> <p><b>Counter Terrorism</b> – The RPO recently supported the PCC in his scrutiny of CT related matters at the Regional Governance Group on 18 October 2019 and in the local briefing on 23 October 2019. Here he was able to further understand the threats being faced in the region and the measures being put in place to combat them. Further scrutiny will take place in the next quarter.</p>	
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Reforming West Mercia				
Policing element:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
3.1	• Ensuring the alliance transformation programme delivers a better, more	Development and implementation of the transformation programme	Demand for Digital Services has significantly increased. Establishment of weekly demand prioritisation reviews with resource planning mitigates this, and a change "cool" has been introduced whereby minimal new projects are introduced.	(1) Transformation Board (2) AGG

	<p>efficient service to the public</p> <ul style="list-style-type: none"> <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>		<p>The network must be stabilised and decommissioned before August 2020 to avoid significant additional costs and risks. Over 100 Key Applications are planned to be moved before this date to facilitate this. The Transitioning of applications and services to the new architecture by March 2021 will be coordinated (across both forces) to avoid unnecessary downtime, rework and delay.</p>	
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	Following the closure of the original project, the commencement of the next iteration has been put on hold to focus resources on transforming the whole IT system.	
		(3.2.3) Telematics	Following the closure of the original project, the commencement of the next iteration has been put on hold to focus resources on transforming the whole IT system.	
		(3.2.4) Body worn video	Completed	
		(3.2.5) Data network and desk top rollout	Completed	
		(3.2.6) Athena	<p>PND is now on automated daily updates. CCN for Connecting Athena to Connect has been approved. This will give visibility of W Mids Connect data when they are live.</p> <p>Athena Express is now not being delivered in v6.4. To be delivered as v6.5 in 2020. Athena Public Engagement element is deferred as a result.</p>	
		(3.2.7) Gazetteer	Completed	
		(3.2.8) Digital Forensics	New accommodation for central Digital Forensics at Hindlip has been completed.	
3.3	Ensuring the force has fit for purpose	(3.3.1) Estates Programme	Work is progressing. Awaiting Chief Officer direction on a number of reviews (Bridgnorth, Tenbury Wells,	Strategic Estate Manager

	buildings and contact points which best meet the needs of local communities and the organisation. (Cross reference 3.4)		Shifnal). Hoping for the exchange & completion of Whitchurch Police Station early November.	
		(3.3.2) Replacement of Shrewsbury Police Station	PPL are continuing the site search for potential options within the A5 area of Shropshire. Still awaiting operational requirements from Chief Officers.	
		(3.2.3) Replacement of Hereford Police Station	The force are no longer pursuing with the purchase of The Paddocks. Now looking at the option to put all functions on the Holmer Road site if possible, as the Force would still like to co-locate with HWFRS. Discussions with Highways and the planners to be programmed in and timescales to be reviewed.	
3.4	Delivering the operational control centre programme on time and on budget to improve force resilience	Building of a new OCC	Saab are unable to resource a 2019 go-live and are experiencing resource issues due to vacancies and competing demands of other clients. The programme management team are now in receipt of a draft programme delivery plan from the supplier, with dates, activities and resources identified. The plan is undergoing review and discrepancies have been identified and sent back for clarification. Saab continue to work on Airwave integration. Contractual discussions are ongoing to establish WMP as the sole customer and impact on licenses and thereby costs identified, taking into account the uplift in officers and staff anticipated. Fully integrated 999 & 101 telephony is intended and will be subject to full re-test. Should the re-testing identify an interoperability fault the contingency will be to introduce Saab command and control system with legacy telephony.	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>The July strategic training panel meeting was originally cancelled, and then reinstated at short notice. Therefore the PCC's office was unable to attend. However a copy of the latest performance statistics were shared with the OPCC electronically. Performance remains stable and there are no areas of concern.</p> <p>The 4 current CPD priorities for the force are:</p> <ul style="list-style-type: none"> <li>- DA matters</li> <li>- Fairness in policing</li> <li>- Safeguarding</li> <li>- Unconscious bias</li> </ul> <p>Progression and development was an agenda item for the August holding to account meeting on workforce. The HTA explored the effective utilisation of professional development tools including MAX, PDR and talent management; progression and development opportunities for police staff, and retention and progression opportunities for underrepresented groups.</p> <p>As part of the overarching health and wellbeing agenda, the force are looking to introduce a training day to be factored into shifts once every 10 weeks. This day will be used for training, professional development and welfare. The force will undertake a 30 day staff consultation in October 2019, before approval is sought from Chief Officers.</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.	The proportion of officers / police staff from a BME background are reported quarterly in a Workforce Management Report. Figures for Q2 2019/20 are being produced by the force.	Strategic Diversity Group

			<p>As part of the alliance transition to two stand alone forces, West Mercia has established new governance arrangements (the Diversity and Inclusion Delivery Group) for the delivery of the Diversity &amp; Inclusion Strategy and all aspects of development, monitoring, management, policy, procedure and practice in respect of diversity and inclusion. As such, this meeting will also oversee the recruitment, retention and development of a diverse workforce.</p> <p>An OPCC representative is due to attend these meetings which are in the process of being scheduled. This group, as well as the overarching People Strategy Board will provide support for staff networks for underrepresented groups within the workforce.</p> <p>Workforce diversity was raised by the PCC at holding to account in August 2019. This related to recruitment and retention/ development of underrepresented groups. The CC provided assurance that proportionate levels of diversity can be achieved in force based on the current position. The force confirmed that they are in the process of recruiting a positive action resource to lead activity.</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	• Delivering a modern, effective and adaptable support function which		Refer to 3.1 - 3.8	

	<p>responds to the needs of our service and community</p> <ul style="list-style-type: none"> <li>• Aspire to a market leading support service for policing.</li> </ul> <p><b>Refer to 3.1 - 3.8</b></p>			
3.10	<p>Working alongside public and third sector partners so that together they deliver a safer West Mercia.</p> <p><b>Refer to 2.2-2.6.</b></p>		<b>Refer to 2.2-2.6</b>	
3.11	<p>Reform of Protective Services</p>		<p>Protective Services are being redesigned as part of the separation from Warwickshire. Draft proposals, including re-designation to 'Crime and Vulnerability' have been produced are being considered by chief officers before submission to the Chief Constable and PCC for approval.</p>	
3.12	<p>Reform of Services to Policing</p>		<p>Transformation activity remains paused to focus on transition from the Alliance. A re-plan is in progress to quantify the impacts on benefits, taking into account the delay caused by Warwickshire's original refusal to implement the changes and then subsequent obstruction to West Mercia implementing them for West Mercia alone.</p>	

<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	<p>Work with Warwickshire's Police and Crime Commissioner to</p>		<b>Refer to 3.1</b>	

	provide governance and oversight of all the modernisation programmes across the alliance <b>Refer to 3.1</b>			
C2	Support the health and wellbeing agenda within the alliance	(C2.1) Ongoing scrutiny of staff and officer sickness levels. (2)Review of annual staff survey	<p>Workforce sickness forms part of the force's overall health and wellbeing agenda. September average % of hours lost to sickness:</p> <p>Officers: 5.50%, a slight increase on the previous month, but an improvement compared to the same period in 2018 (6.29%).</p> <p>Staff: 4.19%, a slight increase on the previous month, but below levels of sickness seen during the same period in 2018 (5.26%).</p> <p>Sickness rates continue to be below levels seen last year, and are following seasonal trends (projected increase August - October).</p> <p>Current health and wellbeing activity delivered by the force includes the launch of the backup buddy initiative (an app for 24 hour support and advice), the development of a new peer support scheme in collaboration with the National Police Wellbeing Service and the role out of Mental Health First Aid Training (project manager in post).</p> <p>Sickness rates continue to be monitored on a monthly basis and form part of the PCC's quarterly meetings with local policing Superintendents. Performance around the health and wellbeing agenda was also scrutinised as part of the thematic holding to account on Workforce in August 2019.</p>	Holding to Account, AGG, Performance reports, Health & Wellbeing Board

		(C2.2) Develop and launch the Behind the Badge Campaign to highlight violence against officers and staff	We continue to promote the campaign, wherever relevant and topical. November 13th marks one year since the legislation was introduced and further comms are planned to tie in with this.	
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	The FRAs have applied for leave to appeal the outcome of the Judicial Review to the Court of Appeal. The Home Office have stated they will not lay the Statutory Instrument necessary for implementing the governance changes until after the outcome of these proceedings. Given parliamentary time available, transfer of governance is not expected until May 2020 at the earliest.	Regular reports to Police and Crime Commissioner and Chairs of FRA
C4	Jointly monitor the National Specialist Capabilities Programme and respond to any changes arising from it		<p>The RPOs are continuing to support the PCC's engagement with the Specialist Capabilities Programme by advising on capability issues and decisions being sought by the programme. Board members took part in a workshop on 12 September 2019 to understand the progress of particular capabilities and to decide on areas of focus for the next year.</p> <p>The next Specialist Capabilities Programme Delivery Board will take place in December 2019 and the PCC will continue to ensure that capabilities are developed in a manner which supports the safety and prosperity of West Mercia.</p>	
<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>Q1 2019/20 performance meeting took place in September and showed that positive performance from the previous financial year had been sustained. West Mercia Police are currently performing over and above MSG and other national forces.</p> <p>A dip sampling session took place in June to inform the July JASC meeting. Dip sampling has now been deferred following the decision to form two separate JASC (1 in Warwickshire and 1 in West Mercia).</p>	Monthly Holding to account meeting; JASC; Dip Sampling of Police Complaints; Civil Claims monitoring PSD Performance meetings
4.2	Delivering new online platforms for communicating and engaging with the public and partners, alongside traditional and existing methods.		<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		<p>Ongoing. The force website is kept up to date with relevant information</p> <p>A full web audit has been completed to ensure all relevant publications are up to date.</p> <p>Analysis of the town and parish council survey is now complete and ready for publication in the coming days.</p> <p>Planning continues around the next public holding to account session in the coming months.</p> <p>The announcement of the UK General Election is now a consideration for the OPCC around purdah</p>	Improve Public Contact & Comms Programme Board

			<p>restrictions, which come into effect on 6th November 2019.</p> <p>Q2 confidence and perceptions data is expected in the coming days and will be published as usual.</p>	
4.4	<p>Engaging with the public and acting on their concerns locally Making sure people get an individual response based on their specific needs, and they understand the service they can expect to receive Work with local people and partners to give visible reassurance on frontline neighbourhood policing.</p>	<p>Development of a Contact Management Strategy which sets out the service standards the public can expect to receive when having contact with the alliance</p>	<p>Performance around correspondence management continues to be good, despite a consistently increasing caseload.</p> <p>Single Online Home has been launched within West Mercia Police as the force's new website, offering a convenient new platform for the public to report crime and carry out transactional functions. The implementation has caused some issues around broken links and changes of information on local pages. The force is aware of these issues and is working with the central project team to address them as much as possible.</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>New governance arrangements are now in place via the Communities and Partners Board chaired by the Local Policing ACC. The first meeting took place in July 2019 and was attended by Ch Supts, the OPCC, IAGs, PSD and Equality and Diversity leads / coordinators.</p>	<p>Strategic Diversity Group Strategic IAG</p>

			The terms of reference, frequency of meetings and membership were agreed at the first meeting. The next meeting will take place at the end of October 2019. Agenda items for the October meeting include HMICFRS findings, Community Engagement, Positive Action and IAG updates.	
4.7	Ensuring West Mercia Police complies with the Best Use of Stop and Search Scheme	West Mercia Police was suspended from the national Best Use of Stop and Search Scheme (BUSS) in February 2016 for noncompliance. A small team was established to address the causes of noncompliance and to bring about change within the alliance to ensure future compliance. In addition Northamptonshire Police undertook a peer review. The following changes were identified in order to become compliant: recording and publishing outcomes, introducing Ride Along scheme and strengthening the involvement of communities with community triggers. HMIC undertook a re-inspection in August 2016	The Alliance Strategic Stop and Search Board has been suspended. Moving forward, the governance and oversight of stop and search is via the Local Policing Priorities Board. No specific issues were raised at its last meeting.	Stop and Search Strategic Group. Strategic Diversity Group
4.8	Working with partners to improve prevention and understanding of cybercrime, ensuring the strategy is fully implemented and emerging threats are tackled	Cybercrime is a strategic priority for the force and is identified as a national risk in the Home Secretary's Strategic Policing Requirement (SPR). A revised Cyber Crime Strategy for the alliance sets out the approach to cyber. This is supported by a draft delivery plan. Work is ongoing to create a tactical partnership delivery group to support the strategy and to build and strengthen partnership opportunities. 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.	The six monthly update received from the City of London Police shows that 442 cyber crimes were reported to Action Fraud between April 2018 and March 2019. 11% of all reports were from businesses and 89% from individuals. 'Hacking, social media and email' was the most prevalent crime type for both businesses and individuals. 20% of all victims requested victim care. This function is now carried out by VAL. The West Mercia Cyber Crime Partnership Group met on 15 July. The group will be working on developing and piloting a training package for businesses based on the NCSC Exercise in a Box, along with promotion of 'Cyber Savvy'.	Briefings Cybercrime strategic governance group

		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.		
4.9	Making sure voices and priorities are heard and acted on from within our rural communities, via the Rural Matters plan to ensure their specific needs are addressed	The alliance tactical plan (Rural Matters) sets out 7 key strands of activity in support of the force approach to rural matters. The local policing superintendent for Herefordshire holds the alliance portfolio for rural and business and oversees delivery against the tactical plan. There a number of Rural, Business and Cyber (BRC) Coordinator and other support posts across West Mercia, supported by PCC funding, to provide local delivery in support of the tactical plan.	<p>The additional funding provided by the PCC from the 2019/20 budget for rural crime has resulted in additional dedicated police resources for tackling rural and business crime. These will be in place across all policing areas early November and will provide a warranted resource to support the existing Rural and Business Officers.</p> <p>Both the Force and the PCC's office promoted the national rural crime week of action</p> <p>The PCC has published his draft rural crime strategy for consultation. The consultation ends on 8 November 2019</p>	Briefings Quarterly tactical meetings Update reports on PCC funded initiatives
4.10	Working with businesses and partners through the Business Matters plan to ensure business crime is addressed effectively	The alliance tactical plan (Business Matters) sets out 7 key strands of activity in support of the force approach to business matters. The local policing superintendent for Herefordshire holds the alliance portfolio for rural and business and oversees delivery against the tactical plan. There a number of Rural, Business and Cyber (BRC) Coordinator and other support posts across West Mercia, supported by PCC funding, to provide local delivery in support of the tactical plan. The BRC teams have continued with locally tailored support across all 7 strands of the initiative.	The additional funding provided by the PCC from the 2019/20 budget for rural crime has resulted in additional dedicated police resources for tackling rural and business crime. These will be in place across all policing areas early November and will provide a warranted resource to support the existing Rural and Business Officers.	

<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. (4) Providing data to & working closely with the Independent Custody Visitors Association (ICVA). (5)Attendance at national events concerning custody visiting (6)Publish an annual report (7) MOU for each ICV	<ul style="list-style-type: none"> <li>•11 ICVs have been recruited and have gone through vetting. Two induction days are being run for new recruits on 14th and 21st September. This intake will bring the North Worcestershire, Herefordshire and Shropshire ICV panels up to strength. A further recruitment campaign will be launched to address a number of vacancies that have since opened up in South Worcestershire.</li> <li>•The ICV co-ordinator will be attending Worcester University Volunteering / Careers day with the aim of raising the profile of the scheme amongst younger members of the community.</li> <li>•ICVs still receive regular updates from the scheme co-ordinator on regional and national issues.</li> <li>•The next round of panel meetings will take place in September. The possibility of moving to quarterly meetings will be discussed with each panel individually.</li> <li>•Digital recording is now being completed across the whole force area. Refresher training has been provided and the ICV co-ordinator has also supported individual ICVs where necessary. There have been some issues with ICT access. Actions to resolve this are on-going.</li> <li>•Data has been provided to ICVA for the latest quarter, and also force-wide issue identified about ICVs access to interpreting services for non-English speaking detainees. This is also a national theme. The force is looking to resolve this and there is a trial</li> </ul>	Attendance at the strategic custody users forum (SCUF) and the Custody Users Group

			<p>period involving use of either cordless phones / translation sheets.</p> <ul style="list-style-type: none"> <li>•ICV scheme holding to account policy has been completed and submitted to ICVA</li> <li>•Regional ICVA conference takes place in Staffordshire on 5th October. All West Mercia ICVs have been invited to attend.</li> <li>•Various custody throughput data has now been published on the PCC's website as recommended by HMICFRS. This will be updated every 3 months</li> </ul>	
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 continues to be positive around communications and engagement, with monitoring completed.</p> <p>The summer events programme has now concluded, with good feedback and levels of engagement recorded at each event. This will now be followed by a series of surgery/ Q&amp;A type events in numerous communities through the coming months.</p> <p>A programme of work has also commenced to increase PCC presence in community publications, such as town and parish newsletters.</p> <p>Annual results of the Confidence and Perceptions survey indicate high levels of public confidence in West Mercia Police, delivering against the PCC's 'Reassurance' priorities, while helping identify areas for improvement.</p> <p>Growth on digital platforms has slowed to an extent, but does continue.</p> <p>The Roads Focus events have now been delivered in partnership with Shropshire Council. Discussions</p>	Monitoring of Strategy delivery plan on a quarterly basis

			<p>have been held about rolling the campaign out in Herefordshire. Plans are being put in place for the next phase of the campaign in Worcestershire.</p> <p>The summer period has proven busy around the Home and Dry campaign. There has been significant public and media interest.</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 have been continuing to engage with different community groups, as well as strengthening relationships with their local policing teams. They have been attending meetings and events of varying subject.</p> <p>The Community Ambassadors have found that, in the last few months, they have received a lot of interest from communities looking for funding for signage in villages to tackle speeding. A large amount of money has been allocated for vehicle activated signs (VAS), which will be supported by the local councils and installed in the coming months.</p>	Monitoring of CA programme
D.4	Ensure that the police and partner organisations are active and effective in tackling the issues that are important to our communities	<p>(D4.1) PCC Confidence and satisfaction survey: (1) Explore shared opportunities with other PCC offices (2) Design a contact specification (3) Procurement exercise to identify suitable service provider (4) Subject to securing a provider, introduce a confidence and satisfaction survey across West Mercia</p> <p>(D4.2) Environmental Scanning via: (1) Daily media monitoring (2) Social media monitoring (2) Monitoring of Ambassador feedback (3)</p>	<p>The full Q2 results have not been received at the time of update. The raw data has been given to the Force performance unit. This shows a small decrease in people's confidence in West Mercia Police. In Q2 overall confidence was 80%, compared to a fairly consistent 83%-85% over previous quarters. All policing areas saw a decrease in confidence in this latest quarter</p> <p>We continue to monitor media on a daily basis, and social media throughout the day, adapting our approach and planning communications based</p>	<p>Delivery plan monitoring</p> <p>Delivery plan monitoring</p>

		Monitoring of correspondence log (4) Formal consolation responses	around key events, news stories and issues. We have carried out extensive media monitoring around key events such as the alliance split. We also meet to plan weekly based around short and long term diaries.	
		(D4.3) Responding to key / strategic public and other consultations, seeking to influence outcomes that support the Safer West Mercia Plan	The PCC continues to respond to public consultations as appropriate. Recently this has included VCOP compliance.	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	Successful media opportunities were organised to tie in with Volunteers Week, and in the months that followed- this included visits to inclusivity projects such as the gardening project in Shrewsbury, and the Where Next project in Redditch. WE have also proactively publicised NHW investment in the We Alert App and the investment in BWV for specials. We continue to attend the quarterly Citizens in Policing meetings and look for further proactive 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	We continue to update the website, and to audit regularly. Some changes have been made recently, following the force's move to SOH. Some areas remain outstanding	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	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	Since the last update two West Mercia specific reports have been published. The Integrated PEEL inspection report brings together the three inspection pillars of efficiency, legitimacy and effectiveness into one report. West Mercia has been graded as 'requires	

	HMIC or other strategic reports	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.	improvement' across all three areas. The report does however recognise the significant improvements made by the force into tackling serious and organised crime. In last year's Effectiveness report the force was graded as inadequate, whereas in the latest report it has been graded as good.  HMICFRS has also published its report into Crime Data Integrity in West Mercia, last inspected in 2014. The latest report recognises the force has improved its performance in this area and has been graded 'good'.  One national thematic report has also been published into the police response to cyber dependent crime.	
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 implement new complaints processes in response to Policing and Crime Act 2017 changes.	The PCCs office has started collating information from other PCCs who have already established a triage service for complaints. This information will be used to support conversations with the force/Warwickshire OPCC and to potentially develop a business case for a similar model in West Mercia/Alliance.	The 4 regional PCC's offices have gone out to advert for a regional complaints review manager post. Interviews will be held on 18/11/19 to ensure the candidate is in post prior to the regulations being implemented 01/02/20. The DPCC has regular meetings with the Head of PSD which include scrutiny of quarterly performance data. PSD have sustained performance at a high level across all KPIs.	
D10		Home and Dry water Safety Network and Campaign	The education phase of the campaign has included input at all freshers events across West Mercia, and	

	Engaging with the public and acting on their concerns locally		<p>the sharing of a significant amount of resources, and merchandise amongst students. The university of Worcester have embedded the online course into their intranet home page, and there has been a positive feedback from the students and agencies involved. A media event was held alongside the fire service and a number of other agencies to launch this phase, which attracted a large amount of regional and local media interest. A video was also produced for social media.</p> <p>Moving forward a sub group is being set up to continue to drive the education phase forward, and a business case is being compiled for a water safety officer, who is PCC funded to work within the fire service.</p> <p>There have been other inputs at schools and colleges across West Mercia, driven by members of the network.</p> <p>There is scope for further good news stories around the investment in CCTV as part of the physical prevention phase.</p> <p>Work is underway to evaluate the campaign so far, ahead of the next quarterly meeting in mid November. At this meeting we will also discuss steps for the next stage of the campaign, focused on NTE.</p>	
		Roads focus campaign	Phase 2 of the Worcestershire Roads Focus is ready to go on 18th November. Since advertising the various sessions, there has been a lot of interest. With the upcoming general election and purdah period, there have been some changes to the plans for the two weeks including joint promotion, live Q&A and photos. Both parties have come to an agreement as to how this will work.	

		Community Meet Your PCC Events	<p>17 locations have been identified as areas where community engagement can be improved and areas where the events will reach a large volume of people. They have been designed to give the public the opportunity to put their questions, relating to local policing, to John in person. So far 11 have been confirmed with a further 6 currently on-going. Promotion of the events is on-going and includes, banners, posters, social media posts and media releases. All events will have been completed by March to ensure purdah guidelines are met.</p>	
		Community Newsletters	<p>All towns and parishes have now been contacted and responses received. Some will need to be chased in the coming days. In total 16 newsletters have been sent out to different parishes across West Mercia. Topics include, Smart water, Rural Crime and Officer Uplift. 7 parishes have been visited where newsletters were discussed and any PCC initiatives that may be of interest to the community.</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
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 2

### Summary

Topic	Inclusion	Data	Commentary	
<b>Putting Victims &amp; Survivors First</b>				
<b>Confidence</b>	Quarter report unless updated	Increase compared to the previous period but below MSG and national average.	Awaiting update	<b>4</b>
<b>Victim Satisfaction</b>	Month & quarter	Overall satisfaction - no significant change compared to previous month	Work ongoing against victim satisfaction plan	<b>6</b>
<b>Repeat Victimisation</b>	Month & quarter	Decrease in the volume of repeat victims and an increase in the repeat rate from last month		<b>7</b>
<b>Building a More Secure West Mercia</b>				
<b>Total Recorded Crime</b>	Month & quarter	Decreased volumes on previous month but above monthly average		<b>9</b>
<b>Violence with Injury</b>	Quarter unless exceptional	Decreased volumes on previous month but above monthly average	Exceptional volumes in Shropshire and increase in the monthly average in South Worcestershire	<b>17</b>
<b>Violence without Injury</b>	Quarter unless exceptional	Decreased volumes on previous month but above monthly average	Exceptional volumes in South Worcestershire	<b>19</b>
<b>Sexual Offences – Rape</b>	Quarter unless exceptional	Decreased volumes on previous month and below monthly average	No exceptional volumes	<b>21</b>
<b>Sexual Offences – Other</b>	Quarter unless exceptional	Increased volumes on previous month but below monthly average	No exceptional volumes	<b>23</b>
<b>Residential Burglary-Dwelling</b>	Quarter unless exceptional	Volumes comparable with the previous month and above monthly average	Decrease in the monthly average across West Mercia and Shropshire.	<b>25</b>
<b>Robbery</b>	Quarter unless exceptional	Decreased volumes on previous month but above monthly average	Decrease in monthly average in Shropshire.	<b>27</b>
<b>Public Order</b>	Exceptional	Decreased volumes on previous month but significantly above monthly average	Exceptional volumes in North Worcestershire.	<b>30</b>
<b>Anti-Social Behaviour</b>	Quarter unless exceptional	Decreased volumes on previous month and significantly below monthly average		<b>32</b>
<b>Missing Persons Reports</b>	Quarter unless exceptional	Decreased volumes on previous month and below monthly average		<b>34</b>
<b>Hate Crime</b>	Month & quarter	Decreased volumes on previous month but significantly above monthly average	Exceptional volumes in West Mercia	<b>35</b>
<b>Hate Crime Satisfaction</b>		Overall satisfaction - no significant change compared to previous month		
<b>Domestic Abuse</b>	Month & quarter	Decreased volumes on previous month but above monthly average	Exceptional volumes in South Worcestershire	<b>37</b>
<b>Child at Risk</b>	Month & quarter	Increased volumes on previous month and above monthly average	Exceptional volumes in Telford & Wrekin. Increased in monthly average in Shropshire	<b>42</b>
<b>CSE</b>		Decreased volumes on previous month and below monthly average		<b>44</b>
<b>Cyber Crime</b>	Month & quarter	Increased volumes on previous month and above the recalculated monthly average.	Increase in monthly average across West Mercia. Exceptional volumes in Shropshire and Telford & Wrekin	<b>45</b>
<b>Serious Organised Crime</b>	Quarter	OCG and disruption data		<b>47</b>
<b>Road Traffic Casualties</b>	Quarter unless exceptional	8 road deaths occurred in September.		<b>48</b>
<b>Response Times to Emergency Incidents</b>	Quarter unless exceptional	Average Emergency response times not exceptional		<b>50</b>
<b>Unresourced Incidents</b>	Month & quarter	Volumes relatively stable and within tolerances		<b>52</b>
<b>Intelligence Reports</b>	Month & quarter	Decrease in outstanding submissions	Reduction in the backlog	<b>54</b>
<b>Criminal Justice – File Quality</b>		Data unavailable due to delays from CPS	Not included in this report	
<b>Reassuring West Mercia</b>				
<b>Business Crime</b>	Quarter unless exceptional	Decreased volumes on previous month but above monthly average.	Exceptional volumes in Telford & Wrekin	<b>55</b>
<b>Rural Crime</b>	Quarter unless exceptional	Not included due to ongoing development work		
<b>Reforming West Mercia</b>				
<b>Sickness</b>	Month & quarter	Increase in Officer and Staff sickness rates compared to the previous month.		<b>57</b>

<b>Complaints</b>	Quarter report	99% complaints recorded in 10 days and 84% finalised in 120 days	Not included in this monthly report	<b>58</b>
<b>Call Handling</b>	Month & quarter	Abandoned rate decreased for 999 calls but increased for 101 calls. Answering of 999 & 101 calls both below the standard.		<b>60</b>