

WEST MERCIA POLICE AND CRIME PANEL 5 February 2020

POLICE & CRIME PLAN ACTIVITY AND PERFORMANCE MONITORING REPORT (OCT - DEC 2020)

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 12 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 December 2019. (Please note updates are provided on a quarterly basis and as a consequence may not show any change since the last panel report, which was two months ago).
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** – In-line with his ongoing commitments around victims and survivors the PCC facilitated a conference bringing together partners from local agencies and government organisations, including health, care and justice to discuss how the core priorities set out in the NHS England national sexual assault and abuse services strategy can be delivered at a local

level. A consultant appointed by the PCC on behalf of NHS England is working with the force, PCC's office and partners to progress outcomes from the conference.

8. **Supporting victims of domestic abuse (DA)** – Over 200 people attended a White Ribbon Day event jointly hosted by the PCC, West Mercia Police and Hereford & Worcester Fire and Rescue Service. The event brought together officers, staff and charity organisations to broaden knowledge and understanding on domestic abuse. The event was focused around coercive and controlling behaviour and provided an important opportunity for partners to come together and share ideas on how to tackle it.

Building a more secure West Mercia

9. **Modern slavery statement**– As part of his ongoing commitment to support the most vulnerable, the PCC has published a modern slavery statement. The statement set out a number of steps the PCC is doing to address modern slavery including how he and his staff will remain vigilant and put measures in place to protect victims.
10. **Strategy development** – Work is ongoing to develop a series of strategies in support of the PCC's strategic commitments. The feedback received from the public consultation on the draft Rural Crime Strategy has been reviewed and the final version is awaiting publication. Draft strategies on domestic abuse and road safety will both be issued in February for public consultation. Copies of both draft strategies will be provided to the Panel as part of the consultation process.
11. **Preventing cyber crime in businesses** – The West Mercia Cyber Crime Partnership, supported by the PCC, has held its first training session aimed at helping small and medium sized businesses to protect themselves from a cyber attack and what to do if one does happen. The event in Hereford attracted over 30 delegates who were able to take part in an interactive training session provided by a cyber security expert. Delegates were also able to access security advice from the We Don't Buy Crime Smartwater team, and the Rural and Business officer for Hereford amongst others. The event will be evaluated with a view to hold similar events across West Mercia.

Reforming West Mercia

Strategic alliance update

12. The mandate to collaborate issued by the Home Secretary remains in place until the 8th April 2020. The remaining collaborated functions are intended to move to a standalone position (except the four functions mentioned below) by the 8th April 2020.
13. 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 costs of termination and charging mechanisms for any ongoing

collaborations. The report from this independent assessment is expected shortly after the date of the Police and Crime Panel meeting.

14. Warwickshire Police have indicated that they wish to continue with a collaboration arrangement in four service area post 8th April 2020. These are digital services, forensics, archive storage and transactional services. Draft S22 agreements for either a hosted or a shared service model have been prepared and are subject to ongoing negotiation between both parties. The current collaboration is a shared service model and has proved unworkable. In this model investments and changes to services must be made jointly, and without shared agreement investment and change cannot happen. Warwickshire are continuing to refuse to invest in shared infrastructure, thereby prohibiting West Mercia's investment and implementation of necessary change, particularly in IT and transactional services. West Mercia has therefore expressed a clear preference, with detailed rationale, for hosted arrangements to both Warwickshire and the Home Office team.
15. West Mercia have been unable to realise savings arising from transformation of business support functions because of Warwickshire's actions, both through legal action and because of the governance mechanisms inherent in the current shared service collaboration model. This is costing West Mercia an estimated £6 to £8m per annum, depending upon the extent and efficacy of that transformation. This inability to realise savings has been perpetuated by the Home Secretary's mandate.
16. **Police officer recruitment** – Since the PCC pledged to invest an uplift in officer numbers in February 2019, 250 additional officers have been recruited bringing the total number of full time officers today to 2152. The force is now recruiting new applicants via the Police Education Qualifications Framework (PEQF) routes, with healthy numbers of applications coming in for both the Police Constable Degree Apprenticeship (PCDA) and the Degree Holder Entry Programme (DHEP), which is due to start later in 2020. The first PCDA intake of 20 officers are due to start in January 2020, with a further intakes planned of 25 in February and 30 in March. In addition, 10 SNT officers will be starting their training via the Police Now programme in July.

Reassuring West Mercia's communities

17. **Rural Focus Campaign** – As part of his commitment to addressing rural crime the PCC is holding a series of events across the West Mercia area, where the public can discuss any concerns with the PCC on a one to one basis. At each event, there is also valuable crime prevention tips and advice from specialist Rural and Business Officers and local policing teams. Four out of five events have been held, one in each Local Policing Area.
18. **Road safety campaign** – As part of the Commissioner's commitment to making the roads of West Mercia Safer, the Roads Focus campaign was created so he could work in partnership with councils and have a more joined-up approach to tackling the issue. It also gives members of the public the ownership to share

their views on the roads throughout West Mercia. During the campaign, which typically consisted of a ‘week of action’, a series of drop-in sessions were held at various locations to encourage members of the public to come along and express their concerns about roads in their area. At these drop-in sessions, a number of representatives from both West Mercia Police and the respective council were present in an aim to answer questions from attendees there and then. As the campaign progressed, more elements were added to reinforce the message of keeping people safe on the roads. This included free driver awareness sessions, held in partnership with TTC (national driver-education providers), that tested drivers on their Highway Code knowledge and provided them with practical advice. Following the success of these, more have been held across the wider West Mercia area. To give drivers more confidence, should they be faced with a hazard, hands-on driver training sessions were also held to give people skills around skid control and advanced emergency braking.

19. **Question and Answer sessions** – 19 Question and Answer sessions have been planned whereby the Commissioner makes himself available to meet members of the public in their communities. 15 will have been completed by the time of the Panel meeting.

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
November	Thematic	Modern Day Slavery and Human Trafficking
January	Thematic	Investigations and Outcome 16
January	Public	Police Budget

21. Key findings / outcomes from the thematic meetings held in November and January include:
- An update on public confidence in November led to an agreement that there would be some analysis done to try and better understand the correlation between the confidence delivery plan and the public confidence survey results, as the survey showed a difference in public confidence across policing areas.
 - There is a lot of good work going on around MSHT, and while there is only one mapped organised crime group (OCG) with MSHT as a driver, it is a focus for the force. It is picked up at force and local tasking with actively delivered at a local level. Partnership work will be via the Serious and Organised Crime Joint Action Groups.
 - Following the uplift in police resources the Chief Constable was able to provide reassurance that the allocation of investigations to response officers is improving.

- The Police Education Qualification Framework (PEQF) for new police recruits entering the service includes time spent in CID as part of the core training, however the officers recruited as part of the PCC's police uplift were part of the old student officer training which didn't provide the same opportunity.

22. The Facebook Live event in January on the Police Budget formed part of the budget consultation and is referenced in the budget report. Questions were submitted on a range of issues including County Lines, police visibility and crime prevention. At the time of writing, the total reach for the live video content on social media has been around 2,000 people. The video saw more than 800 active engagements from viewers and the total length of viewing so far is around 21 hours.

HMICFRS inspection reports

23. Since the last update, one national thematic report has been published into the police and National Crime Agency's response to vulnerable people in County Lines drug offending. Any recommendations or areas for improvement for police forces to action will be considered and addressed by the force as appropriate and the PCC will provide a written submission to the Home Secretary.

Force performance reports

24. 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.

25. The December 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.

Confidence in West Mercia Police

26. The latest data from the Crime Survey for England and Wales shows that overall confidence in West Mercia Police has increased over the last 12 months, from 71% (12 months to September 2018) to 77% (12 months to September 2019). Confidence in West Mercia Police is higher than the average for England and Wales (74%). This is a very welcome and significant improvement.

Domestic burglary

27. Following a sustained decrease in burglary offences from January 2019, there has been a statistically significant reduction in the monthly average for residential burglary offences. The monthly volume of residential burglary offences has remained stable at this lower level over the last 12 months, and below levels projected by the force at the start of the financial year

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 3rd quarter of 2019 the PCC and LCJB continued to focus on quality and timeliness. As a result the area's performance continues to be above the National Average. The conviction rate in the Magistrate's Court is currently 88%, with 80% of defendants pleading guilty at the first hearing. The conviction rate in the Crown Court is currently 85%, with 49% of defendants pleading guilty at the first hearing (the National Average is 43%). Guilty pleas at the first hearing provide evidence of the continued focus on quality and timeliness.
30. The PCC also continues to focus on improving outcomes for victims' of sexual offences. Members will be aware of the publicity surrounding the low numbers of rape prosecutions across England and Wales. As a result of continued efforts in West Mercia the rape conviction rate stands at 86%, well above the National Average of 70%.
31. The area continues to have one of the best witness attendance rates in the Country. Building on our success, the PCC is working with partners to improve and enhance the experience of victims of sexual violence giving evidence by introducing a remote video evidence suite where victims will be given the opportunity to give evidence in a safe and comfortable environment away from the Court.

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 December 2019

Appendix 3 - West Mercia Police Performance Summary December 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

PUTTING VICTIMS AND SURVIVORS FIRST				
Policing element:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism (s)
1.1	Make sure officers and staff have the skills to properly support victims and survivors and do so when necessary.	Audit and review of knowledge, skills and attitudes. Review of training and development plans. Monitor compliance with Victims' Code of Practice (VCoP) and Witness Charter. Monitor key performance indicators linked to special measures, needs assessments and signposting to services.	Victims' Code 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
Police and Crime Commissioner's Commitments:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
A.1	Set out my commitment in a new victims' charter, clarifying what services victims can 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.

			<p>Significant reduction in cases dropped linked to victim and witness attendance issues.</p> <p>Performance monitored by the OPCC and Victims' Board.</p>	Audit and scrutiny
A.6	Support the appropriate use of restorative justice	<p>1. Commission an appropriate service provider to deliver RJ interventions across West Mercia.</p> <p>2. Design and implement an RJ gateway service</p> <p>3. Design and implement an appropriate triage process which effectively manages RJ referrals.</p> <p>4. Consult and implement service level agreements between the CJS and the preferred provider.</p> <p>5. Effective contract and programme management.</p>	<p>This service has now evolved into the New Victim Advice Line where a strategic function will be coordinating RJ into every Victim needs assessment where appropriate, and coordinating the force response to RJ (including training, opportunity and engagement with the VCS to assist in facilitation).</p> <p>We have also included RJ into a new commissioned service with Victim Support, a response to RJ in the 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.</p>	<p>1. RJ programme board</p> <p>2. Performance management reports</p> <p>3. Programme highlight reports.</p> <p>4. Contract management reports</p>

Building a more secure West Mercia				
Policing element:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
2.1	Ensuring officers and staff effectively identify and support people with vulnerabilities, understanding and managing associated risks	(2.1.1) The DCC for Warwickshire is the strategic lead for the alliance and represents the forces at national level. (1) Create a Strategic Vulnerability Board (SVB) to provide oversight of all strands of vulnerability and governance of a new overarching Vulnerability Strategy (2) Develop and implement a Vulnerability Strategy based on vulnerability themes identified at a national level. (3) Develop and implement a programme of vulnerability training. (4) Development of a training DVD on	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.		
(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>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>86% of emergency incidents were attended within 20 minutes in November 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 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 appointments. A response was provide by the force in</p>	Monthly /quarterly Performance reports	

			November 2019 and has been subject to further challenge by the PCC.	
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,

	best possible results, including West Mercia's Reducing Reoffending Strategy and Mental Health Crisis Concordat		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.	Crime Reduction Board, RJ Programme Board, Local Reducing Reoffending Boards. IOM Board
		(2.4.2) Mental Health - the force is signed up to the Mental Health Concordat and supports the local delivery plans,	The ACC is currently reviewing Forces' overall approach to MH. Working group set up to review impact, demand and overall response to managing MH. NHSE is running a pilot in Shropshire to identify, target and support high intensity users. The pilot is designed to reduce overall impact high intensity users place on public services; this approach has shown significant savings in other local authority areas. The pilot will commence in Q4 2019/20 and if successful will be rolled out across West Mercia.	Crime Reduction Board. MH Concordat Strategic Board. Strategic Custody Users group
2.5	Working with West Mercia Safer Roads Partnership and others to improve road safety, using practical, evidence led approaches to enforcement and education, reducing the number of deaths and serious injuries	<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>A £30k fund is available to each local policing area (LPA) from the 1st November 2018 to the 31 March 2020 for localised road safety projects. This pot of money is available for Community Ambassadors (CA) and Local Policing Commanders to support local road safety initiatives. Currently there has been a total of 29 applications for this fund from all 5 LPAs.</p> <p>From the previous Safer Roads fund in 18/19 a further £290k funding has been agreed for the MORSE project delivered by YSS in conjunction with H&W Fire Service and West Mercia Police. A one off funding has also been granted for the introduction of average speed cameras on the A449.</p>	<p>Safer Roads Partnership Governance Board</p> <p>Grant monitoring</p>

			A PCC Road Safety Strategy is in the final stages of drafting and requires further development before being finalised.	
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.	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. The PCC continues to support any positive hate crime activity identified.	Strategic Diversity Board

Police and Crime Commissioner's Commitments:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
B.1	Ensure partners work together to provide efficient and effective support to victims and use early intervention to	(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)	There continues to be a healthy uptake of the project and following the agreement to purchase additional Smart water kits the roll out of these is now taking place to communities. Funding into 2021 has been confirmed by the PCC ensuring longer term continuity and efficiency	Grant monitoring
	(B2.13) PCC's Safer Roads Fund	Refer to 2.5	Grant monitoring
	(B2.14) West Mercia Diversionary Network (WMDN)	The tender process has now closed and the bids received are in the final stages of evaluation. It is anticipated a preferred provider will be announced by the end of January for PCC approval, with a go live date for the new service planned to be the beginning of April. In addition to the tender process CCE link workers supporting children and young people entrenched in exploitation continue being funded West Mercia wide.	Grant monitoring
	(B2.15) Drug intervention provider (DIP) custody review	Following agreement with WCC public health work is being planned to jointly review DIP provision and how this aligns to the delivery of the PCC's drug strategy and will commence in 2021	
	(B2.16) The Commissioner's fund performance reporting	Monitoring is on track.	Grant monitoring
	(B2.17) PCC Strategy development	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	

			<p>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 8th 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"> 1. Consult and produce a partnership strategy designed to tackle and reduce reoffending. 2. Design, create and implement a delivery plan which supports the strategy. 	<p>Action complete</p> <p>PCC Strategy in place.</p> <p>CSP reducing reoffending strategies in place.</p> <p>IOM and ODOC framework in place.</p> <p>Governance and oversight provided by the CRB.</p>	<p>PCC's Crime Reduction Board Programme highlight reports (IOM and Reducing Reoffending boards).</p> <p>Oversight and scrutiny reports (CSP, Reducing Reoffending Boards, IOM).</p>

B.5	<p>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>	<p>(1) Monitoring of Police Reform and Transformation Programme, including Specialist Capabilities Board in particular (2). Reinvigoration of Regional capabilities governance (3). Build into Assurance and Holding to Account Programme</p>	<p>Regional roads policing – Regional Strategic Ambition for Roads Policing in the region has currently been taken off the table whilst the 2+1+1 model establishes itself. There may be appetite to pick this back up when things have settled and Driving Standards is sorted. All force areas have now agreed to fund the upgrade the ANPR cameras on the motorway network- this allows old technology to be brought up to date in anticipation of the National ANPR System (NAS) rollout in 2020. Roads Victims work with Devon and Cornwall OPCC currently being explored.</p> <p>Regional financial investigation (FI) and Fraud – Engagement with NPCC portfolio holder for Financial Crime continues after initial conversations. Meeting with ROCU Fraud lead for the region has highlighted resource which can be used across all four force areas.</p> <p>Criminality in the prisons- Meeting with academics planned for January 22nd to explore evaluating the impact of the recommendations suggested by the report published in January 2019. Next taskforce meeting planned for February 17th 2020. Wider Regional Criminal Justice Forum meeting held in December 2019 bringing together criminal justice partners across the West Midlands region. Terms of reference and action plan to be taken to the next meeting in March 2020.</p> <p>ROCU- Deep Dive took place on November 14 2019 which looked at how ROCU capabilities have been aligned to the threat in the region and short term funding cycles. Funding to be confirmed for PTF funded capabilities by the next RGG meeting.</p>	<p>PCC and Chief Executive attendance at regional PCC meeting. Scrutiny by regional POs. Scrutiny via AGG. Regional POs providing regular updates</p>
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			<p>HMICFRS Inspection into ROCUs announced. RPO to facilitate PCC engagement where necessary.</p> <p>Police Aviation - 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 new RPO will pick up NPAS as part of their portfolio and will continue to support the PCC in his role as representative.</p> <p>Counter Terrorism – RPO to continue supporting the PCC in his scrutiny of CT related matters at RGG. Special Branch review on going and RPO will continue to support PCC in understanding the impact of any changes. Further scrutiny will take place during this quarters RGG where further updates are expected.</p>	
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Reforming West Mercia

Policing element:

Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
3.1	<ul style="list-style-type: none"> • Ensuring the alliance transformation programme delivers a better, more efficient service to the public • Ensuring there is strategic planning for the future of policing in West Mercia • Invest to save, so the force can be 	Development and implementation of the transformation programme	<p>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.</p> <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</p>	<p>(1) Transformation Board</p> <p>(2) AGG</p>

	more adaptable and make best use of its resources		both forces) to avoid unnecessary downtime, rework and delay.	
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	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. 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.	
		(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 buildings and contact points which best meet the needs of local communities and the organisation. (Cross reference 3.4)	(3.3.1) Estates Programme	Work is progressing. Awaiting Chief Officer direction on a number of reviews (Bridgnorth, Tenbury Wells).	Strategic Estate Manager
		(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.	
		(3.3.3) Replacement of Hereford Police Station	The force are no longer pursuing with the purchase of The Paddocks. Options to put all functions on the Holmer Road site if possible have been considered, as the Force would still like to co-locate with HWFRS.	

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"> • Understanding, investing in and developing the force's officers, staff and volunteers to make sure they are reaching their full potential • Properly investing in the workforce and developing staff 	<p>The People Strategy provides the strategic direction for the organisation with regard to organisational development, leadership development and learning.</p> <p>Activity in Support of the People Strategy includes:</p> <ul style="list-style-type: none"> >A Talent Management Programme has been developed and is to be implemented. >A Strategic Training Panel provides oversight of the L&D training programme to ensure organisational training needs are identified. >PDR process 	<p>The majority of governance meetings related to workforce development have now been established, following the transition from the alliance.</p> <p>Workforce development is scrutinised and monitored through a number of these meetings including fairness, policy and standards delivery group, the diversity and inclusion group and workforce planning. The strategic training panel is due to be re-established in February 2020.</p>	

			<p>The interim Head of People and Organisational Development is currently working with Ch Supts to pull together a task and finish group to address a number of areas of concern flagged through the HMICFRS PEEL inspection published in September 2019 including ability to manage poor performance, identify talent and the transparency of promotion processes. This large scale piece of work is in its very early stages and will report into the workforce planning group after Q1 2020.</p>	
3.7	<p>Ensuring a stable workforce which better reflects the demographic make up of our communities</p>	<p>The People Strategy provides the strategic direction for the organisation with regard to its people.</p>	<p>The proportion of officers / police staff from a BME background were previously reported quarterly in a Workforce Management Report. However as new governance arrangements are being developed, and alliance staff are transitioning between the two offices, reporting has been halted until the end of the financial year.</p> <p>Some indicative data has been provided which suggests that the proportion of officers / staff from a BME background have remained relatively stable over the financial year.</p> <p>A positive action lead is now in post and will be driving positive action activity. A positive action plan has been developed and shared with relevant leads across people services.</p> <p>Since the last update, a standalone West Mercia Diversity and Inclusion group has been established and met for the first time in November 2019 to discuss attendance, terms of references and updates on recruitment, positive action and staff networks. Following on from the meeting a Diversity and</p>	<p>People Strategy Board / Diversion and Inclusion Group</p>

			Inclusion workshop was held in December 2019, facilitated by an external consultant. The aim of the workshop was to develop thinking around the Diversity and Inclusion agenda, and particularly, the role of the staff associations. The workshop was attended by the PCC's policy lead for equality and diversity.	
3.8	Increasing the number of special constables and police volunteers	(1) Develop a marketing and communications strategy (2) Ensure a streamlined recruitment and training process (3) Improve recruitment and retention	Refer to D5.1	Citizens in Policing Steering Group
3.9	<ul style="list-style-type: none"> • Delivering a modern, effective and adaptable support function which responds to the needs of our service and community • Aspire to a market leading support service for policing. Refer to 3.1 - 3.8		Refer to 3.1 - 3.8	
3.10	Working alongside public and third sector partners so that together they deliver a safer West Mercia. Refer to 2.2-2.6.		Refer to 2.2-2.6	
3.11	Reform of Protective Services		West Mercia's Protective Services have been redesigned as part of the separation from Warwickshire. A Chief Superintendent has been	

			appointed and the department has been re designated to 'Crime and Vulnerability'.	
3.12	Reform of Services to Policing		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.	

PART B: Police and Crime Commissioner's Commitments				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
C1	Work with Warwickshire's Police and Crime Commissioner to provide governance and oversight of all the modernisation programmes across the alliance Refer to 3.1		Refer to 3.1	
C2	Support the health and wellbeing agenda within the alliance	(C2.1) Ongoing scrutiny of staff and officer sickness levels. (2)Review of annual staff survey	Workforce sickness forms part of the force's overall health and wellbeing agenda. September average % of hours lost to sickness: Officers: 5.50%, a slight increase on the previous month, but an improvement compared to the same period in 2018 (6.29%). Staff: 4.19%, a slight increase on the previous month, but below levels of sickness seen during the same period in 2018 (5.26%).	Holding to Account, AGG, Performance reports, Health & Wellbeing Board

			<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>	
		(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"> • Give leadership to the force and partners in forging new collaborations to deliver efficient and improved public services • Join up services and commissioning with partners where there are operational and financial benefits 	(C3.1) Fire and Rescue Service Business Case	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>	
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Reassuring West Mercia's communities

Policing element:

Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism
4.1	Ensuring the Police Code of Ethics is embedded within the force's culture, and is adhered to	Regular communications on vision and values; website pages. Head of Professional Standards emails out regular ethical dilemmas, learning and outcomes from PSD	<p>Q2 2019/20 performance meeting took place November 2019 and showed that positive performance from the previous financial year had been sustained. West Mercia Police are currently performing above the MSG average for the key IOPC performance indicators including case recording timeliness, average days for local resolutions and average days for local investigations.</p> <p>Dip sampling has now been deferred following the decision to form two separate JASC (1 in Warwickshire and 1 in West Mercia) and will be reinstated once sufficient members have been appointed to the West Mercia committee. West Mercia Police re-established a stand-alone ethic committee in December 2019. In the absence of a suitable JASC member, this meeting is being</p>	Monthly Holding to account meeting; JASC; Dip Sampling of Police Complaints; Civil Claims monitoring PSD Performance meetings

			attended by the PCC's standards and ethics policy lead.	
4.2	Delivering new online platforms for communicating and engaging with the public and partners, alongside traditional and existing methods.		Refer to 3.5, 1.2 & 2.1.2	
4.3	Proactively publishing information to demonstrate the force is working ethically, and enable good governance		<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 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>	Improve Public Contact & Comms Programme Board
4.4	Engaging with the public and acting on their concerns locally Making sure people get an individual	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>Performance around contact management within the OPCC continues to be good.</p> <p>Planning is continuing for the PCC elections in May 2020. Initial information has been published and</p>	

	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.		plans for further contact management considerations are being drawn up for implementation in the coming weeks. Preparation also continues in a contact management capacity around complaint reforms, which are scheduled to be implemented in February 2020. Among other things, OPCC policies and processes are being reviewed and refreshed with a view to being clear and transparent with how these changes will be implemented and managed within the Commissioner's office.	
4.5	Ensuring the force is visible and accessible both in communities and online.		Refer to 3.5, 1.2 & 2.1.2	
4.6	Making sure all communities, individuals and staff are treated equally, fairly and respectfully by the force	The equality and diversity work programme seeks to develop and deliver the force equality objectives. There are 3 objective areas: operational; organisational and people and culture. The force has active Independent Advisory Groups (IAGs) in place; geographic and thematic who offer impartial advice to the force	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. 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.	Communities and Partners Boards
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	Over the 12 month period October 2018 to September: <ul style="list-style-type: none"> 2019 3865 stop searches were carried out across West Mercia. 	Local Policing Strategic Board

		<p>change within the alliance to ensure future compliance. In addition Northamptonshire Police undertook a peer review.</p> <p>The following changes were identified in order to become compliant: recording and publishing outcomes, introducing Ride Along scheme and strengthening the involvement of communities with community triggers.</p> <p>HMIC undertook a re-inspection in August 2016</p>	<ul style="list-style-type: none"> • 16.5% of people stop searched were aged under 18 and 79.5% aged 18 and over (the remainder did not give their age) • 85.4% were searches of white persons and 14.6% were searches of BME persons. • Drugs was the primary reason for carrying out stop searches (56.9%) • 34.6% of searches against white persons resulted in a positive outcome, 47.8% against black persons, 39% against Asian persons and 52.9% against mixed persons. <p>The Force Stop and Search coordinator now issues a monthly newsletter to encourage organisational learning.</p>	
4.8	Working with partners to improve prevention and understanding of cybercrime, ensuring the strategy is fully implemented and emerging threats are tackled	<p>Cybercrime is a strategic priority for the force and is identified as a national risk in the Home Secretary's Strategic Policing Requirement (SPR). A revised Cyber Crime Strategy for the alliance sets out the approach to cyber. This is supported by a draft delivery plan. Work in ongoing to create a tactical partnership delivery group to support the strategy and to build and strengthen partnership opportunities.</p> <p>A programme of mandatory online cyber training packages has been developed to raise awareness and understanding amongst officers and staff. Work is ongoing to develop training for Victim Support Staff which is scheduled to be implemented in Spring 2017.</p> <p>The Business, Rural and Cyber Crime (BRC) coordinators provide support to the cyber strategy through awareness raising and cyber-crime prevention advice to communities, businesses etc. There is a rolling corporate communications plan, #BeCyberSmart, which supports and promotes</p>	<p>Following changes to the Alliance, a West Mercia Strategic Group has been established which met for the first time in December. The West Mercia Cyber Crime Partnership Group will continue as a sub group of the strategic group.</p> <p>A new West Mercia Police Cyber Strategy is being developed and will be shared with the partnership group once drafted.</p> <p>The Partnership Group successfully trialled the Cyber Training for businesses in October and the first business event is taking place at the Hereford growth hub on the 21 January.</p>	Briefings Cybercrime strategic governance group

		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.	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. Both the Force and the PCC's office promoted the national rural crime week of action The PCC has published his draft rural crime strategy for consultation. The consultation ends on 8 November 2019	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.	

Police and Crime Commissioner's Commitments:				
Ref	Plan commitment	Supporting activity	Progress update	Oversight mechanism

D.1	<p>Make sure police follow custody rules and treat detainees safely and fairly, via an Independent Custody Visitor Scheme</p>	<p>(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</p>	<ul style="list-style-type: none"> • A further 4 ICVs have been recruited from the University of Worcester to the South Worcestershire panel and have been vetted and inducted. All panels are up to strength. There will be 2 retirements from the Shropshire panel in April and steps are being taken to backfill with new members beforehand. ICVs are kept up to date on regional and national issues with regular newsletters and at panel meetings by the scheme coordinator and are provided with ICVA bite size training modules. • Panel meetings have taken place for all panels in September. Herefordshire, South and North Worcestershire have elected to try quarterly panel meetings (the Shropshire panel wish to remain 6 monthly). These additional meetings have successfully taken place in December. The PCC attended the Hereford meeting. Next panel meetings for all are due in March/April. • The vast majority of visits are now being recorded by all panels on the digital app. Fall-back paper records can be used in event of any difficulties encountered with the app. The ICV coordinator has continued to offer one to one support re use of the app when requested to. ICT issues at Hereford custody seem to have been successfully resolved. • Quarterly data is provided to ICVA and custody throughput data is published on the PCCs website, being refreshed every 3 months (HMICFRS best practice). The ICVA regional conference took place on 5 October (Staffordshire hosting) , a good turnout of West Mercia ICVs attended and had an informative day. The scheme coordinator attended the ICVA national 	<p>Attendance at the strategic custody users forum (SCUF) and the Custody Users Group</p>
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			<p>scheme managers' conference in November. ICVA have placed the scheme coordinator on their national peer support list for other scheme managers in areas of PACE, APP and the day to day workings of custody suites.</p> <ul style="list-style-type: none"> • The scheme coordinator attended ICVA national scheme manager's conference in November. Theme for 2020 is dignity in custody. All ICVs have been updated from the conference. Scheme coordinator due to attend 2 further ICVA conferences in March 2020. • Annual report has been drafted as per ICVA guidelines and will be published before the end of February. • Each ICV has signed a MOU and electronic copies are filed should they be required. 	
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>Delivery of the comms and engagement strategy was impacted to a degree by December's general election and purdah considerations.</p> <p>New engagement programmes and platforms continue to develop, with the delivery of new PCC surgery events across more than 20 locations, and a new initiative focused on engagement opportunities in rural areas.</p> <p>Latest quarterly results of the confidence and perceptions survey continue to indicate high levels of public confidence in West Mercia Police.</p> <p>Growth on digital platforms continues, particularly with</p>	Monitoring of Strategy delivery plan on a quarterly basis

			<p>regards to promotion and engagement with some of the new initiatives previously referenced.</p> <p>The second phase of Roads Focus events have been delivered in Worcestershire with new events also planned for Shropshire, Telford & Wrekin and Herefordshire to follow.</p> <p>The Christmas period saw a renewed focus on the Home and Dry campaign with the delivery of key safety messages across local communities.</p> <p>Significant effort is now going into preparation for the PCC elections in May 2020, with the first elements now delivered via the PCC website.</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	(D4.1) PCC Confidence and satisfaction survey: (1) Explore shared opportunities with other PCC offices (2) Design a contact specification	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	Delivery plan monitoring

	active and effective in tackling the issues that are important to our communities	(3)Procurement exercise to identify suitable service provider (4)Subject to securing a provider, introduce a confidence and satisfaction survey across West Mercia	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	
		(D4.2) Environmental Scanning via: (1) Daily media monitoring (2) Social media monitoring (2) Monitoring of Ambassador feedback (3) Monitoring of correspondence log (4)Formal consolation responses	The office continues to monitor media on a daily basis, and social media throughout the day, adapting its approach and planning communications based around key events, news stories and issues. Extensive monitoring around key events has taken place, such as the ending of the alliance, the death of Dalian Atkinson and significant political shifts/ commitments relevant to December's general election. Weekly planning meetings capture upcoming issues, dates and opportunities. Environmental scanning has actively commenced on all platforms around planning for the PCC elections in May 2020.	Delivery plan monitoring
		(D4.3) Responding to key / strategic public and other consultations, seeking to influence outcomes that support the Safer West Mercia Plan	The PCC continues to respond to consultations as appropriate. In advance of new complaints legislation coming into effect which will give PCCs new responsibilities, there has been a number of consultations on the guidance and regulations for the new legislation. The PCC has taken part in this work.	Consultation plan
D.5	Involve, engage and empower communities in the delivery of my plan through more opportunities for	(D5.1) Regular, consistent and targeted communications messages highlighting the difference communities can make and the opportunities available	We have attended the latest citizens in policing and will continue to link in with the newly allocated force comms lead for CIP to publicise good news stories, including the number of hours worked by volunteers and continued inclusivity work. We have engaged with NHW to continue to promote We Alert, particularly focusing on the benefits so far in terms of impact on	Delivering plan monitoring
		(D5.2)Support West Mercia's Police Cadets, Citizens' Academies and police Support Volunteer Scheme: (1) Attend, monitor and influence the		Citizens in Policing Steering Group

	active citizenship and volunteering	alliance Citizens in Policing meetings (2) Funding for Police cadets scheme	crime. A meeting will be arranged with the CIP lead, force comms and PCC comms and engagement team to progress this work.	
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	<p>A continual audit of the website is carried out as per the document attached. Whilst most of the statutory information is up to date there are some outstanding areas which are highlighted in the documents and some areas which are in urgent need of checking.</p> <p>The changes to the force's SOH have meant that some links no longer work, and as part of the ongoing audit, these are being updated.</p> <p>Work is ongoing with the webs suppliers to make some improvements to the website, including the inclusion of a contact form, integrated with caseworker, and to produce a stripped back version of the website which can be used during purdah.</p>	Website management plan
		(D6.2) (1) Complete annual review of the Corporate Governance Framework (2) Complete annual review of the Treasury Management Framework	Completed	JASC
D.7	Work with the police to publish information arising from recommendations in HMIC or other strategic reports	The Force and PCC's office have developed an agreed process for managing and responding to HMIC inspections from the initial notification of an inspection through to the publication of the resulting inspection report and ongoing scrutiny of any subsequent improvement plan. Media and communications teams from both the force and PCC's office are responsible for publishing media statements and managing any media interest following the publication of a HMIC or other statutory report.	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 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.	

			<p>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'.</p> <p>One national thematic report has also been published into the police response to cyber dependent crime.</p>	
D8	<p>Work with local people and partners to give visible reassurance on frontline neighbourhood policing (Joint PCC / CC commitment)</p> <p>Refer to D2 and D5</p>		Refer to D2 and D5	
D9	<p>Work with the force to explore, develop and implement new complaints processes in response to Policing and Crime Act 2017 changes.</p>	<p>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.</p>	<p>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.</p> <p>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.</p> <p>The IOPC published their annual complaints statistics report in October 2019. The PCC put out a press release highlighting positive performance in West Mercia which subsequently received media attention from local outlets.</p>	
D10		<p>Home and Dry water Safety Network and Campaign</p>	<p>The education phase of the campaign has included input at all fresher's events across West Mercia, and</p>	

	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	19 Q&A events confirmed so far, 9 done so far with mixed attendance. Promotion is ongoing with banners, posters press releases and social media posts. All events are being held before March to comply with Purdah restrictions.	
		Community Newsletters	A total of 41 Parishes across West Mercia have received articles from the PCC. Topics include, Smart Water, Rural Crime, Q&A events, officer uplift and road safety. Work is still ongoing and will be until Purdah. 3 more Parishes have also been visited as part of this work.	

GLOSSARY: OVERSIGHT MECHANISMS – SUMMARY OF MEETINGS

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

NAME	PURPOSE (Safer West Mercia Plan - Cross cutting / other)	MEETS
Alliance Governance Group*	To provide a strategic governance and decision making body for the alliance between West Mercia Police and Warwickshire Police. Chaired by the PCCs.	Bi-monthly
Independent Joint Audit 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
NAME	PURPOSE – (Safer West Mercia Plan – Putting victims and survivors first)	MEETS
Restorative Justice Alliance Programme Board	Oversees the strategic delivery of restorative justice across the alliance. Agree and implement policy, service level agreements and information sharing.	Bi-Monthly
Victim Contract Management Board	Oversight contract performance and operational assurance.	Quarterly
Victims Board*	PCC meeting to improve outcomes and services for victims	
NAME	PURPOSE – (Safer West Mercia Plan – Building a more secure West Mercia)	MEETS
Local Criminal Justice Board*	Brings together West Mercia's criminal justice partners to improve the efficiency and effectiveness of the criminal justice system	Quarterly
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
NAME	PURPOSE – (Safer West Mercia Plan – Reforming west Mercia)	MEETS
Transformation Board	Provide the governance for decisions made on all change and transformation against organisational objectives.	Bi-monthly
Strategic Athena Management Board	National meeting of all forces signed up to the Athena programme to provide oversight and assurance of the national programme.	Quarterly
Athena Programme Board	To lead, direct and coordinate the work that is required to focus on the delivery of the business changes that are necessary for the successful implementation of the Athena system.	Minimum bi monthly
Property Board	To ensure a fit for purpose estate is provided in the right location at optimal cost to support service delivery and thereby protect people from harm.	Quarterly
Health and Wellbeing Board	Provides oversight to health and wellbeing matters, including	Quarterly
Place Partnership Board	Provides guidance and development of the Company so as to deliver the strategic ambitions of the partner organisations, as set out in the Shareholder agreement.	
NAME	PURPOSES – (Safer West Mercia Plan – Reassuring West Mercia’s communities)	MEETS
Improving Public Contact and Communications Board	Primary function is oversight of the OCC programme but is developing to cover all aspects of contact management and public	Quarterly
Citizens in Policing Steering Group	Oversight of recruitment of special, volunteering and citizens academies	Quarterly
People Strategy Board	Police and partner meeting providing strategic oversight of all equality and diversity activity within West Mercia Police 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
Diversity & Inclusion Group	Brings together police, police federation/Unison PCCs and IAGs for oversight of internal recruitment, retention and progression of protected groups and related work place initiatives	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

Topic	Inclusion	Data	Commentary	
Putting Victims & Survivors First				
Confidence	Quarter report unless updated	Decrease compared to the previous period and below MSG and national average.	Next update expected end January	4
Victim Satisfaction	Month & quarter	Overall satisfaction – slight increase compared to previous month	Work ongoing against victim satisfaction plan	6
Repeat Victimization	Month & quarter	Decrease in the volume and rate of repeat victims from last month		7
Building a More Secure West Mercia				
Total Recorded Crime	Month & quarter	Decreased volumes on previous month and below monthly average		9
Violence with Injury	Quarter unless exceptional	Increased volumes on previous month and above monthly average	Exceptional volumes in Herefordshire and increase in the monthly average in Shropshire	17
Violence without Injury	Quarter unless exceptional	Decreased volumes on previous month but above monthly average	No exceptional volumes	19
Sexual Offences – Rape	Quarter unless exceptional	Decreased volumes on previous month and in line with monthly average	No exceptional volumes	21
Sexual Offences – Other	Quarter unless exceptional	Increased volumes on previous month but in line with monthly average	No exceptional volumes	23
Residential Burglary-Dwelling	Quarter unless exceptional	Decreased volumes on previous month but above monthly average	No exceptional volumes	25
Robbery	Quarter unless exceptional	Decreased volumes on previous month but in line with monthly average	No exceptional volumes	27
Drug Offences	Exceptional	Increased volumes on previous month above monthly average	Exceptional volumes at Force level	29
Anti-Social Behaviour	Quarter unless exceptional	Decreased volumes on previous month and significantly below monthly average	Exceptional low volumes across Herefordshire and North & South Worcestershire.	31
Missing Persons Reports	Quarter unless exceptional	Increased volumes on previous month but below monthly average		33
Hate Crime	Month & quarter	Decreased volumes on previous month and below monthly average	Increase in the monthly average in South Worcestershire	34
Hate Crime Satisfaction		Overall satisfaction - increase compared to previous month		
Domestic Abuse	Month & quarter	Increased volumes on previous month and above monthly average	No exceptional volumes	36
Child at Risk	Month & quarter	Decrease volumes on previous month and below monthly average	No exceptional volumes	42
CSE		Increased volumes on previous month but below monthly average		43
Cyber Crime	Month & quarter	Decreased volumes on previous month but above the monthly average.	No exceptional volumes	44
Serious Organised Crime	Quarter	OCG and disruption data		46
Road Traffic Casualties	Quarter unless exceptional	5 road deaths occurred in December.		47
Response Times to Emergency Incidents	Quarter unless exceptional	Average Emergency response times not exceptional		49
Unresourced Incidents	Month & quarter	Volumes relatively stable and within tolerances		51
Intelligence Reports	Month & quarter	Decrease in outstanding submissions	Submissions are now at a manageable level.	53
Criminal Justice – File Quality		Increased volumes on previous month		54
Reassuring West Mercia				
Business Crime	Quarter unless exceptional	Decreased volumes on previous month and below monthly average.	No exceptional volumes	56
Rural Crime	Quarter unless exceptional	Not included due to ongoing development work		
Reforming West Mercia				
Sickness	Month & quarter	Increase in Officer sickness rate compared to the previous month, whilst Staff sickness rate has decreased.		58

Complaints	Quarter report	91% complaints recorded in 10 days and 90% finalised in 120 days		59
Call Handling	Month & quarter	Abandoned rate increased for 999 calls but decreased for 101 calls. Answering of 999 above the standard but below for 101 calls.		61

Summary