

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

PUTTING VICTIMS AND SURVIVORS FIRST			
No	SWP Commitment	Supporting activity	Quarter 3 Update October to December 2020
A1	Making sure officers and staff have the skills to properly support victims and survivors and do so wherever necessary	Refer to C7	
A2	<ul style="list-style-type: none"> • Develop strategies based on evidence to support the delivery of my key aims and objectives, and ensure the commitments I set out in these strategies are followed through with activity • Make sure victims get effective services, enabling them to cope and recover and reduce their chances of re-victimisation 	(A2.1) Develop and implement a Victims' and Witnesses strategy, supported by a comprehensive delivery plan	A new Victims' Strategy has been drafted and is currently undergoing internal review. Scheduled to go out for public consultation at the beginning of 2021. Delivery plan in development to support. In addition, WMP have established a Victim and Witness Confidence and Satisfaction Board, which brings together all elements of service delivery, compliance and training. The Board is designed to improve overall services to victims and witnesses and is Chaired by Ch. Supt. Paul Moxley.
		(A2.2) Review the PCC's existing commissioning strategy to ensure it is fit for purpose for the PCC extended term and publish the revised strategy	Strategy updated and published on website - action complete
		(A2.3) Develop and implement a domestic abuse strategy, supported by a comprehensive delivery plan	This has been published and is now being used for DA HTA and commissioning.
A3	Bring together and help lead a new Victims Board to ensure better results and consistency	(A3.1) Work with partners to redesign the Victims board to ensure there is a clear focus on reducing revictimisation.	PCC Victims' Board met in December. The Board focused on the new Victims' Code of Practice and the development of a new compliance framework. In addition, the Board reviewed the impact of Covid-19 on victim and witness attendance as attrition rates have increased. The Board commissioned a project to better understand attrition moving forward. The Board also reviewed the new PCC Victim Service's dashboard.

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

			<p>Even with the impact of Covid, West Mercia still has the best witness attendance rates in the region, which is testament to the hard work and dedication of our witness care units, who have been placed under extreme pressure during the pandemic.</p>
		<p>(A3.2)Work with partners to:</p> <ul style="list-style-type: none"> • Create an internal audit and inspection regime to evidence compliance with the Victims' Code of Practice • Create a performance framework designed to improve victim and witness services. 	
<p>A4</p>	<p>Complete victims’ needs assessments to inform future commissioning intentions with a focus on victim, offenders and early intervention.</p>	<p>A series of thematic needs assessments have been commissioned. Once complete the findings will be used along with the refreshed commissioning strategy to review existing provision and identify gaps in service provision.</p>	<p>These are now complete. They are being used to inform commissioning intentions. Discussions are being hand in the new year for PCC/force to review which we can logistically act on and then a summary will be shared with partners.</p>

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

A5	<ul style="list-style-type: none"> • Ensure the victim voice is at the heart of all activity in relation to my role • Actively seek to engage with victims in the development of service provision 	(A5.1) Develop and implement a local delivery plan in support of the NHS England national sexual assault and abuse strategy	PCC and NHSE have had discussions around this and the Commissioning Manager is now part of a regional SAAS co-ordination group to determine how the piece of work should be followed up. The CM has also been liaising with Police colleagues to determine the strategic governance of the piece of work. Principles of the strategy have been adopted into PCC commissioned service which support victims of sexual abuse and exploitation. Also in discussion with PCC around some independent victim engagement for 2021.
		(A5.2) West Mercia Rape Review – looking into feasibility of replicating the London Rape Review where rape cases are tracked throughout the whole victim journey.	This is currently on pause due to overlap of work in the force.
A6	Work with partners and service providers to co-locate and provide a coherent and coordinated multi-agency response to victims	(A6.1) Work closely with Victim Support and the Victims Advice Line (VAL) service to ensure seamless service delivery, including contract and performance monitoring	With the recent re-commissioning of the CSE and ISVA services, we have incorporated the requirement to work closely with VAL, including to explore co-location options. Through the contract review meetings, we have also identified improvements in the ways in which the performance data is collected and reported and the VAL team are looking to recruit a part-time analyst to support with this.
		(A6.2) Review VAL and Victim Support provision and develop long term plan in relation to development of these 2 services in line with other commissioned services	Early discussions have taken place - the Commissioning Manager will be drafting up a specification for some independent service user consultation to be conducted, to inform the future direction of the victim support provision in early 2021.

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

		<p>(A6.3) Work with National Health England to re-commission the CYP SARC service</p>	<p>No further update - the Commissioning Manager participates in the ongoing NHS regional steering group which tracks progress of the contract, reviews performance etc.</p>
		<p>(A6.4) Use additional MoJ funding to create new domestic abuse co-ordinator roles within the Victim Support contract, one of which will be co-located within the VAL</p>	<p>Additional funding for the specialised DA workers came to an end in December 2020 however, the VAL team have recruited additional staff, some of whom will perform the specialist DA co-ordinator role, further developing on the pilot. Victim Support and the VAL team are also working together to deliver and promote Restorative Justice outcomes.</p>
		<p>(A6.5) Work with Head of Victim Services to develop funding proposal for NHS England additional funding to implement the provision of a specialist sexual violence co-ordinator, to be co-located/employed by VAL, working with VAL and specialist service providers</p>	<p>The co-ordinator has worked very closely with the Force and PCC commissioned sexual violence partners to improve the pathway of service users going through the system. 6 and 12 month reviews planned.</p>
		<p>(A6.6) Recommission the ISVA service</p>	<p>The procurement process was completed in December 2020 and we awarded the CSE and ISVA contracts successfully. We are currently in the standstill period up to 11th January and once this has passed, communication will be issued.</p>

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

		(A6.7) Commission a service to support victims of child sexual exploitation	The procurement process was completed in December 2020 and we awarded the CSE and ISVA contracts successfully. We are currently in the standstill period up to 11th January and once this has passed, communication will be issued.
A7	<ul style="list-style-type: none"> • Work with government to further enhance services for victims and witnesses locally • Use my role as PCC to influence the legislative agenda to secure sufficient funding for victim services 	(A7.1) Engaged in national work via APCC and MoJ	We have submitted feedback to the APCC around the impact of COVID upon victim service provision, which has fed into a national report looking at mental health and impact of COVID specifically. We have also engaged with APCC victims meetings around the upcoming accreditation requirements for all SARC facilities across the country, as well as provided input and feedback to MoJ around their recent funding rounds for DA and SV victims. In December, we also participated in a workshop with APCC/MoJ which focused on sexual violence victims.
		(A7.2) Lobbying activity seeking to promote amendment in the DA Bill around the rough sex defence	Action completed June 2020
		(A7.3) Work with Citizen's Advice Witness Service to improve victim and witness experience in the Courts.	<p>The PCC continues to work collaborative with partners to ensure the best possible services are delivered during the pandemic. Citizens' Advice has resumed in-court services, although not on the scale pre-pandemic. In order to supplement their in-person services, they have introduced new phone and remote services, which has resulted in an increase in the number of people supported by them.</p> <p>The PCC has successfully tendered the provision of ISVA services for West Mercia, awarding a 3 year contract to WRASAC and AXIS.</p>

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

		<p>(A7.4) Work with MoJ, Home Office and Drive partnership to influence decisions around the £10m of perpetrator funding proposed by government in May 2020 and to champion the introduction of a domestic abuse perpetrator strategy</p>	<p>£207k secured for the RYPP programme and MR now leads on this area of business. SPOCS from all partners have been identified and MR is working closely with RYPP to facilitate the delivery of the training, which due to Covid will be delivered virtually. Most significant problem is the Home Office insistence on spending the money by 31st March and it is not possible to get all persons trained in this timescale. Also a request has been submitted to Home Office to ensure the 72 follow up sessions and the evaluation of the project will still be financed, despite this not being able to be completed until post Q2 of the next financial year. £178k secured from same fund to roll out DRIVE programme in Herefordshire.</p>
<p>A8</p>	<p>Support the appropriate use of restorative justice</p>	<ul style="list-style-type: none"> • Review existing services to ensure they are effectively delivering RJ across West Mercia • Hold regular contract management meetings with service provider • Work with partners to ensure referral pathways are working 	<p>No further update provided at present as we are awaiting the Q3 performance report from the service provider. The Commissioning Manager has been facilitating conversations between VAL and VS to ensure that RJ opportunities are maximised and that VAL are represented on the partnership meetings. VS are still conducting ZOOM training sessions.</p>

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

BUILDING A MORE SECURE WEST MERCIA			
No	SWP Commitment	Supporting activity:	Quarter 3 update October to December 2020
B1	<ul style="list-style-type: none"> • Making sure the police provide the right response to incidents at the right time Incorporating the following Reassure commitments (D4) • Delivering new online platforms for communicating and engaging with the public and partners, alongside traditional and existing methods • Ensuring the force is visible and accessible both in communities and online and is engaging with the public and acting on their concerns locally 	(B1.1) Improving and sustaining the performance of the Operations Communications Centre (OCC) Cross reference to D4	<p>999- At the end of Q2 of 20/21, 83% of emergency calls were answered within 10 seconds, this is a reduction compared to the 92% seen at the end of Q1 but September saw an increase compared to the previous month (81%). July and August saw a 60% surge in call volumes, this increase has also been seen nationally. It is likely that relaxing of lockdown restrictions, reductions in the number of people taking overseas holidays and a different operating environment may explain why such increases were seen. September saw a slight reduction in call volumes and this may explain the slightly improved performance.</p> <p>101- At the end of Q2, 27% of calls were answered within 30 seconds, this is a significant reduction compared to 77% seen at the end of Q2. This is as a result of a surge in 999 calls taking precedence over 101, creating contact records impacts the time taken for each call, increased remote working means that calls not answered within the organisation are returned to the OCC and issues with the telephony system failing.</p>
		(B1.2) Response time to incidents	Following the move to SAAB safe the data relating to response times is unavailable. Data relating to emergency response times was due to be tested between the 12th to 23rd October. However, reduced access to critical resources impacted on progress and this needs to be rescheduled.
B2	<p>Ensuring officers and staff effectively identify and support people with vulnerabilities, understanding and managing associated risks</p> <ul style="list-style-type: none"> • Proactively finding the causes of crime so threats are identified and targeted before they escalate • Using an effective problem solving approach, working with partners and local communities to prevent, solve and reduce crime and anti-social behaviour 	(B2.1) Problem Solving Hubs: to include implementation of the Rural Matters and Business Matters Plans (D7)	<p>The PCC's office is continuing to work with the force lead on further improvements to the performance framework used monitor performance and outcomes of the hubs. Most recently feedback has been given on a quarterly performance summary report which had been devised to provide an overview of the work of the hub in its totality. Outputs for Q2 include:</p> <ul style="list-style-type: none"> • Across all relevant roles, 583 police incident reports (PIRs) were submitted for Quarter 2, a 133% increase on the first quarter. • 20 new Problem Solving Plans were created for the quarter whilst pre-existing plans were contributed to 91 times. • 114 new Risk Management Plans were created for the quarter, with

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

	<ul style="list-style-type: none"> • Ensure local partnership Joint Action Groups address serious and organised crimes in their areas 		<p>pre-existing plans being contributed to 543 times.</p> <ul style="list-style-type: none"> • Overall 12 arrests were made, 50% more than Quarter 1, 28 stop searches, 100% more than Quarter 1, and 6 warrants, also 100% more than Quarter 1. <p>Analysis shows that Covid 19 has impacted across many of the roles in the hub, often affecting how officers and staff are able to carry out their duties.</p>
		<p>(B2.2) Ensure the NPCC Mental Health Strategy is implemented locally</p>	<p>Gold group continues to meet in order to deliver the recommendations set out in the NPCC Strategy. Det. Supt. D. Pettit leading on the development of an action plan to deliver recommendations. Next meeting scheduled for the 13th of April 2021.</p>
		<p>(B2.3) Ensure the Force implements its SOC strategy</p>	<p>The Supt lead for SOC retired last quarter. Supt Loader has returned to this role having previously been responsible for developing the force's SOC strategy. On his return, COs have commissioned the Supt to undertake an assessment of the force's current standing in implementing the SOC strategy / delivery plan and previous recommendations made by HMICFRS. This assessment should conclude in January 2021 and will be shared with the PCC through the quarterly SOC local briefings. This assessment will be used to inform a holding to account meeting scheduled for March 2021.</p> <p>Provisional improvements to the delivery plan and governance meeting have already been made by the Supt and have been welcomed by the force / PCC strategy leads.</p> <p>Concerns regarding lack of force comms were again escalated to COs following the SOC delivery board in November. Progress has now been made and the 2 comms teams are working together to develop a campaign to be rolled out in the next quarter.</p>

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

		(B2.4) Ensure SOCJAGS are addressing SOC in their areas	All SOCJAGS focus on exploitation and harm and when identified. Partnerships have matured since inception with excellent working relationships developed between criminal justice, housing and safeguarding. Vulnerable victims are supported and when necessary relocated in order to protect them from further harm. This approach to understanding vulnerability and harm forms part of SOCJAGS and is to be commended. In addition, the PCC is working with WCC Adult Safeguarding and the University of Worcester who have been commissioned to model exploitation and vulnerability across Worcestershire.
B3	Develop strategies based on evidence to support the delivery of my key aims and objectives, and ensure the commitments I set out in these strategies are followed through with activity	(B3.1) Develop and implement a Serious and Organised Crime Strategy, supported by a comprehensive delivery plan	The PCC SOC delivery plan is now embedded within the wider office and updates are provided each quarter. These updates are used to produce a quarterly SOC summary document that informs the PCC's local SOC update and Regional Governance Group. The last summary document was produced in Oct 2020. Key themes raised included national uplift of officers into ROCUs, local SOC comms (now resolved, see B2.3) and the partnership response to SOC. The update to the delivery plan / summary document is due on 26/01/2021 ahead of the next set of quarterly meetings. The governance arrangements recommended within the delivery plan are now embedded and can be considered BAU. The majority of the commissioning recommendations have been completed, with the exception of ongoing monitoring of the CLIMB project, and any further projects to be developed next term following receipt of the recent needs assessments.
		(B3.2) Developing and implementing a Road Safety Strategy to work with partners to coordinate activity, responds to community concerns and reduce deaths and serious injuries on our roads	The Road Safety Strategy is currently waiting to be made public and the supporting delivery plan is being developed from the initial draft set out.

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

B4	Ensuring the West Mercia Road Safety Team works with partners and local communities to improve road safety, using practical, evidence led approaches to enforcement and education, reducing the number of deaths and serious injuries	(B4.1) PCC's Safer Roads Fund	We received 13 applications for this grant round of which 7 were rejected, mainly as they did not comply with the correct criteria for funding. After a discussion with John Campion, 6 applications were agreed totalling £80,279 and all grant offer letters have now been sent out. Details of the grants awarded can be found on the Grant Spreadsheet in the Commissioning folder: Q:\OPCC\Shared\Commissioning\Grants\Grants Awaiting Approval\2020-21\Safer Road Grant Round 2020\Applications\Summary of applications final
		(B4.2) Morse project	The external valuation is now in the final stage and the results should be available by the end of January. 3 modules have been developed for the e-learning package (one for alcohol, one for cannabis and one for cocaine) and MORSE should be launching these in the New Year. If anyone wants access to view these then please contact Deb (but they need to be viewed on a device with sound). It has been agreed to continue to fund MORSE for a further 12 months.
B5	Ensure partners work together to provide efficient and effective support to victims and use early intervention to prevent victimisation.	(B5.1) DRIVE programme development	DRIVE Worcestershire - all ongoing and happy with progress - continuing as BAU. Feasibility study is finalised. This will be summarised and shared with partners. DRIVE Herefordshire going through implementation, recruitment underway.
		(B5.2) We Don't Buy Crime (WDBC)	No further updates on this at present.
		(B5.3) West Mercia Diversionary Network (WMDN)	CLIMB continues receive referrals, but COVID has had an impact on not only the number of referrals being sent in, but secondly COVID has restricted the number of Diversionary opportunities for C&YP. MR reports progress and performance into the SOC Delivery Board and all of the CCE Operational and Strategic Groups pan West Mercia. The

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

			next performance meeting with The Children’s Society is Mid-January and this should provide a clearer picture of what is going well and where improvement is required. Again, the positive is that the referrals are being received pan West Mercia which gives reassurance that all LPA's are getting a service.
		(B5.4) Drug intervention provider (DIP) custody review	As before
B6	<ul style="list-style-type: none"> • Make sure public funding used in support of this objective is allocated responsibly, is outcome focussed and based on proven need • Use a commissioning framework to ensure funding for community safety partnerships represents value for money 	(B6.1) Review of performance monitoring arrangements for the Force funded projects	The Policy and Commissioning team held an internal review meeting in November to discuss the content of the problem solving hub’s reporting. As a result of this Ram Aston was e-mailed with some suggestions, observations and queries, which he has taken on board and will feed back to the Sgts. Since then a quarterly report has been produced from an analyst in the Centre of Excellence which has been reviewed by Policy and Commissioning and feedback provided. The reporting is clearly moving in the right direction but there are some improvements that still need to be made.
		(B6.2) Review of CSP funding provision	<p>CSP funding - North Worcestershire still have only submitted 10 projects totalling £112,667 leaving them with a balance of £26,583. South Worcestershire have 9 projects totalling 3106,646 leaving a balance of £32,610. Shropshire have 4 projects totalling £83,796 leaving a balance of £3,283. Telford have 10 projects and have utilised all of their 2020-21 allocation of £152,421. We have recently received 6 applications for Herefordshire which are in the process of being reviewed but one approved will utilise all of their £80,000 remaining budget.</p> <p>CCTV - North Worcestershire have sent in an application for their £65k allocation which is due to be processed. There have been no further applications from Shropshire or Telford.</p>

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

B7	Work with partners to increase the proportion of hate crimes reported to the police		A meeting was held with Jim Baker, Jane Gibney and Jamie Dunn. As part of the meeting the recommendations from the needs assessments were discussed as well as an overview of policing hate crime in West Mercia. Some of the recommendations require a broader approach, including other stakeholders and some are already being implemented. More work is planned to ascertain what other police forces are doing in the Hate Crime area. The hate crime portfolio will be picked up by other members of the PCCs office going forward.
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Appendix 1: Safer West Mercia Plan Delivery Plan Extract

REFORMING WEST MERCIA			
No	SWP Commitment:	Supporting activity:	Quarter 3 update October to December 2020
C1	<ul style="list-style-type: none"> Ensuring the force transformation programmes delivers an effective and adaptable service which responds to the needs of our communities and the organisation Deliver service improvements and in doing so maximise the benefit to our communities in reducing crime and the causes of crime 	Development and implementation of the transformation programme	Follow-Me Printing: Project continues to rollout the devices and finalise the service. All infrastructure now decommissioned from KCom. Resolution of impact of Warks OCC issue achieved at no cost to West Mercia beyond delay during resolution. Closure report and lessons learned being drafted. Recommendations identified in respect of changes to transformation programme via external consultants. To be implemented.
C2	Delivering new fit for purpose technology and making best use of it	(C2.1)Athena	The v6 Desktop project formally commenced User Assurance Testing in September 2020. The current plan is to roll out v6 Desktop in March 2021. The v6 Express project is subject to discussions with the provider following delays. Digital Case File is working towards delivery in August 2021.
		(C2.2)ANPR	Final parts being agreed for handover in readiness for closure.
C3	Invest to save, so the force can be more adaptable and make best use of its resource	Ensure the force reviews its financial planning and internal control mechanisms	A CIPFA review of financial management capability has been received. The Force has considered its recommendations, developed an action plan and is now implementing this.
C4	Ensuring there is strategic planning for the future of policing in West Mercia including the development of coherent Force IT, fleet, people and estates strategies.	Ensure the Force revises its fleet strategy to take into account changes in technology	Business case submitted in respect of digital services transition from Alliance arrangements. Vehicles and charging points are in place and the pilot has commenced. Evaluation will not take place until after 1/4/21 to allow for sufficient learning to inform the 10 year strategy under development.

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

C5	Aspire to a market leading support service for policing.	Reform of Services to Policing	Leadership Development detailed programme approved and funding provided with proposed 2021/22 budget. Business Operations Centre operational, with refurbishment of accommodation recommencing following hiatus caused by Covid contingency planning.
C6	Delivering the operational control centre programme on time and on budget to improve force resilience	Building of a new OCC	OCC phase 2 business case progressed and submitted, enabling further improvements and efficiencies.
C7	<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 	Ensure the Force develops and implements a Leadership strategy	<p>The last series of People Delivery Meetings took place in November 2020. Individual People Strategy Delivery Plans have been developed for each of the 3 boards (see C8). The delivery plan for the Fairness, Policy & Standards board includes a work stream for leadership development which is owned by the Director of Business Services. Some initial scoping work has begun and this will be taken forward as a project within the People Portfolio in Change & Transformation.</p> <p>The Terms of Reference (ToR) for the promotions review were shared with the PCC's policy lead and further scrutinised via the Fairness, Policy & Standards Board. Feedback on the recommendations included within the ToR were taken away for inclusion. Work on a number of the recommendations is already underway and an update is expected in January 2021. The majority of the review is dependent on the new People & OD structure being in place and supported by Change & Transformation and as such have longer timescales (March 2021). The new People & OD team will have the expertise and resources to conduct a full review of the promotion journey, and will be well position to align this to the new leadership development framework, as well as reviews of PDR and talent management.</p>

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

C8	<ul style="list-style-type: none">• Achieving the uplift in additional officers and ensuring the workforce better reflects the demographic makeup of our communities• Increasing the number of special constables and police volunteers, focusing on the contribution they make towards keeping communities safe (Refer to)	Ensure the Force develops and implements a People Strategy	The People Strategy Board provides overarching governance for the delivery of the force's new People Strategy. Delivery of the strategy is driven by the 3 People Delivery Boards (Fairness, Policy & Standards; Health, Safety & Wellbeing; and Workforce Inclusivity & Planning). Draft delivery plans have been developed for each board and were shared with stakeholders at the meetings in November. The draft plans are currently high level and reflect key commitments / strategic work streams from the relevant strands of the People Strategy. The DCC has tasked the Head of People & OD to further develop each of the plans to ensure they include the tactical action plans that need to sit under each strategic work stream such that activity can be accurately monitored. The revised delivery plans are due to be circulated ahead of the next meetings in January 2021.
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Appendix 1: Safer West Mercia Plan Delivery Plan Extract

<p>C9</p>	<p>Support the health and wellbeing agenda within the force</p>	<p>Scrutiny of wellbeing initiatives, staff and officer sickness levels, accident and injury reports etc.</p> <ul style="list-style-type: none"> • Review the findings of staff survey / engagement activity including the Durham survey, staff network surveys, Federation / Supt. Association surveys as published 	<p>The last Health, Safety and Wellbeing Board met November 2020. Accident, sickness and assaults on officers / staff data is reviewed as a standing agenda item. There has been a long term increasing trend in assaults on officers / staff and this has continued in 2020 (10% increase compared to previous year). Detailed statistics have been shared with the PCC's comms team to inform the 'behind the badge' campaign. An Officer & Staff Safety Review has recently been undertaken and included 26 actions. A key action was to understand what the force actually does after a member of staff/ officer has been assaulted including use of the 7 point plan, support for repeat victims etc. This is being progressed.</p> <p>Officer and staff sickness demonstrated continuous growth across the quarter (data to end of Nov-2020). COVID-19 Sickness Absences continued to follow an upward trend, with large increases in both staff and officers. Staff in particular were experiencing high levels of total absence, surpassing levels last seen in March this year. This is associated with an increase in COVID absences within the OCC in Oct/ Nov. It is probable that the new Lockdown measures will have an impact on the spread of the virus and therefore reduce absence due to COVID-19 within the force.</p> <p>The Federation Pay and Morale Survey 2020 findings for West Mercia were published in Dec 2020. A policy briefing note on key findings was shared with Senior Managers and COs. A copy of the national Durham Diversity, Equality & Inclusion in Policing Survey was also shared via the APCC. This is not yet in the public domain and force level data was not provided. However a policy briefing on the key national findings was shared with senior managers, COs and staff network chairs. The results of these surveys will be discussed at the People Boards in January 2021.</p>
<p>C10</p>	<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 	<p>(C10.1) Fire and Rescue Service Business Case</p>	<p>n/a</p>

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

	<p>with partners where there are operational and financial benefits</p>	<p>(C10.2)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>Regional roads policing OPCC roads Policy leads across the region are continuing to meet quarterly as a group to share best practice and identify any opportunities for joint working. The first meeting took place in August and identified potential joint work across roads victims, uninsured drivers and a strategic assessment of criminality on the roads. The RPO continues to represent the PCC at quarterly regional operational meetings. In October, PCCs are expected to sign a new S22a collaboration agreement to establish a new forensic collision investigation network nationally. Regional financial investigation (FI) and Fraud This area of work continues to need focus from a regional perspective. This may be considered as part of any amendments to the ROCU S22a, as a result of the issues around POCA money returned from NCA tasked operations. RPO will pick this up as an area of work in future work plans to consider how we take this forward.</p> <p>Criminality in the Prisons The Criminality in Prisons work is progressing with academics- an evaluation of the impact the recommendations have had on SOC in prisons is being undertaken and the future focus of the work is being considered. A follow up confidential inquiry session is being planned for the end of February 2021, which will assess the current landscape and propose a narrower set of recommendations to work towards. Initial academic opinion is that the criminality in prisons work would benefit from being rejuvenated. Covid and staff turnover are issues which have impacted on the progression of some of the recommendations from the initial report.</p> <p>ROCU Conversations are ongoing in the region around the impact of Operation Venetic on ROCU resource and the recovery of cash and assets as a result of disruptions. No money has yet been received from the cash recovered as part of Venetic but the money will be returned to the West Midlands force area, as the area where all the money was recovered. Discussions are continuing to take place on the appropriateness to review the S22a, to address where or how future POCA seizures are returned as a result of an NCA tasked ROCU operation. The RPO has continued to work alongside Supt Neil Harrison to develop a regional Serious and Organised Crime Prevent Strategy. The working group recognises the need to feed into and link up existing mechanisms where prevent activity already takes place. The RPO has been developing a template to send to partners to capture local prevent mechanisms and programmes, to try and better understand what already exists in this space.</p> <p>Police Aviation</p>
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Appendix 1: Safer West Mercia Plan Delivery Plan Extract

			<p>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 NPCC’s national aviation review continues to evolve. A commercial working group continued throughout the summer to look at high level options and the viability of a commercial contract for police air support. The work concluded that approximately £75m could be saved over the through-life cost but a major risk exists around the fragility of the aviation market due to COVID and Brexit. The NPAS Strategic Board met on 19th October and considered the recommendations from the NPCC. One of the major decisions was around the future funding of NPAS – the current methodology is outdated and has resulted in forces paying in more than they get out.</p> <p>A fleet replacement bid has not been supported in the spending review. A hybrid model whereby some regions (including the West Midlands, London and the North West) would have a commercial contract, blended with the current NPAS fleet is being considered.</p> <p>Funding for the development of Beyond Visual Line of Sight drones in coastal and rural areas is likely to be supported by the Home Office and will commence in 2021. The expectation for drones to have feasibility in urban areas is 5-10 years.</p> <p>Counter Terrorism</p> <p>The RPO continues to support the PCC in his scrutiny of CT related matters at RGG. PCCs and CEXs across the region attended CT HQ on 8th October for a Deep Dive on Project Amplify. The session covered two agenda items 1) Project Amplify – which is the work being undertaken to bring the special branch functions of all four forces together under the WMCTU; and 2) Nominal Management – which is the process by which WMCTU manage terrorist risk offenders. The latter explored how WMCTU is developing its response following the attacks at Fishmongers Hall and Streatham. It was a well-received session and one that provided the PCC with a greater understanding and oversight of CT activities and programmes.</p> <p>It should be noted that a decision has been made that the transfer of Special Branch funding into CTP which has been paused to reconsider the transfer methodology. This was due to take place in April 2021 will now be implemented in 2022/23.</p> <p>The RPO has continued to support the regional criminal justice recovery over the last quarter, including the co-ordination and support of the bi-weekly CJS recovery Task and Finish group and the monthly Regional Criminal Justice Collaboration Forum. The RPO has continued to co-ordinate the regional co-commissioning group, which has</p>
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Appendix 1: Safer West Mercia Plan Delivery Plan Extract

			<p>continued to meet monthly. A focus of the group has been understanding the commissioning landscape across the criminal justice partners and across the region. Work to understand the gaps in commissioning will continue with the intention to understand where gaps align with existing priorities set by partners. The RPO and the Commissioning and Partnership Lead for NPS will work with partners to understand what sits behind the gaps in commissioning; whether this is because it is not a priority for the organisation or because commissioning in an area has not yet happened, despite an intention to. This will allow us to focus on areas which existing commitments and help delivery on existing priorities.</p>
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Appendix 1: Safer West Mercia Plan Delivery Plan Extract

<p>C11</p>	<ul style="list-style-type: none"> • Ensuring the force has fit for purpose buildings and contact points which best meet the needs of local communities and the organisation • Ensure my Strategic Estates Plan is used to drive effective activity, focus and investment in the police estate both now and into the future 	<p>(C11.1)Strategic Estate Remodelling Plan</p>	<p>A Strategic Estate Management Steering Group has been established, with Terms of Reference and the Estates Remodelling approach and progress made, being approved at the West Mercia Governance Board on 13th May 2020.</p> <p>The Output from the Steering Group has established a baseline of how the Estate supports the operational policing function. By using a building suitability rating system rating for each premises, we have been able to assess the functionality and condition, from a lowest to highest rating, to determine how these factors either 'enable' or 'drive' operational effectiveness when considered in the context of the WMP Policing Priorities and new Target Operating Model</p> <p>In order to ensure the Estates function fully supports the new Model a working group of Strategic Estates Manager, West Mercia Senior Command of ACC Rachel Jones and Ch Supt. Paul Moxley, Paul Harriot (Business Architect) Chief Officers Directorate are working on</p> <ul style="list-style-type: none"> • The Estate Requirements Gathering task. • Agree how the requirements will be used to support the new Estate Strategy. • Agree the level of detail that is expected. • Determine the timeframes for delivery. • The impact of the new Target Operating Model. <p>The Core Estate Management Principles in the new Estate Strategy consist of;</p> <ul style="list-style-type: none"> • Commercial Advantage - Make <u>intelligent financial decisions</u> that deliver <u>value for money</u>. • Fit for Purpose - Maintain the estate ensuring that it is <u>fit for purpose for a modern police service</u>. • Flexible & Connected - The estate will need to be <u>flexible, smart and connected</u> to enable a more mobile workforce. . • Maximise Potential - <u>Maximise the potential of our existing estate</u>, occupying assets that support a modern police service and dispose or re-develop assets that are un-used or underutilised. • Secure - All sites are secure providing <u>restricted access</u> to essential users and members of the public • Sustainability - Improved <u>energy efficiency and sustainable performance</u>. • Compliance - <u>compliant</u> with all applicable laws and regulations.
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Appendix 1: Safer West Mercia Plan Delivery Plan Extract

			<ul style="list-style-type: none"> • Collaboration - Proactively seeking out opportunities for <u>collaboration and co-location with partners</u> and public bodies. <p>The objective is to ensure the Management of the Estate delivers the aims and objectives of the Estate Strategy, but also those of West Mercia’s’ Police Target Operating Model.</p> <p>The timeframe for a ‘High Level Estates Strategy’ is March 31st 2021</p>
		<p>(C11.2) Replacement of Shrewsbury Police Station & Provision of Northern Hub</p>	<ul style="list-style-type: none"> • A preferred site location has now been confirmed by Chief Officers (north side of London Road, Shrewsbury by the junction of Emstrey Island). • Business User Requirements have now been confirmed and are now being collated and merged into one summary document for review and sign off approval by Chief Officers. • Partner requirements for the Northern Hub to be captured by end of January 2021. • Once received, Feasibility Studies to commence by end of January with Report due by 31st March 2021
		<p>(C11.3) Replacement of Hereford Police Station</p>	<p>The scheme, which included to put all functions on the Holmer Road site as part of the co-location with HWFRS, have now been cancelled due to HWFRS withdrawing from the scheme.</p> <p>Two alternative Options have now been proposed;</p> <ol style="list-style-type: none"> 1. Full refurbishment of the existing Police Station and sell the Holmer Road site 2. Build a new Police Station on Holmer Road and sell the existing Police Station <p>Feasibility Studies into the 2 Options are underway. The aim of the Feasibility Studies is to clearly make a preferred recommendation from the 2 Options to be available to PCC and WMP for review, by 29th January 2021.</p>

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

	<p>(C11.4)Replacement of Redditch Police Station</p>	<p>Project Working Group established – weekly meetings held between HWFRS, OPCC (Strategic Estate Manager) and PPL.</p> <p>The outcome of the meeting identified the requirement to understand the options around (1) Option A, the current proposal – a land swap to enable a new Joint Fire & Police building on the corner plot of the site and (2) Option B – the proposal for additional land adjacent to the current Fire Station, to enable a new joint Fire & Police building on the site of the current Fire Station.</p> <p>Heads of Terms have been agreed between HWFRS, OPCC West Mercia and Redditch Borough Council.</p> <p>The project is forecast is to secure planning permission in October 21, have appointed contractors by May 2022, with a view to finishing the project in June 2023</p>
	<p>(C11.5)Review of Planned Programme of Works (Revenue & Minor Capital) 2020/21</p>	<p>The initial draft Planned Programme prepared by Place Partnership (PPL) exceeded the budget. Consideration therefore had to be given to reducing the number of schemes to bring it within budget. The PCC Strategic Estate Management function went through the programme line by line and made a judgement on the merits of each scheme. The governing thought was that OPCC needed to invest to achieve fitness for purpose. A revised Planned Programme approach and rationale was approved at the West Mercia Governance Board on 13th May 2020.</p> <p>The Planned Programme is now being delivered in phases, with the following works having been completed;</p> <ul style="list-style-type: none"> • Redditch Police Station SNT & Patrol areas refurbishment – site visit by PCC on 16/12/20 noted improvements and works well received by Officers and Senior WMP Command on site & Redditch Police Station Significant roof repairs / replacement • Droitwich Police Station Crew Room & SNT areas refurbishment – site visit by PCC on 16/12/20 noted improvements and works well received by Officers and Senior WMP Command on site • Evesham Police Station Control & Briefing Rooms refurbishment – works well received by Officers and Senior WMP Command on site

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

			<ul style="list-style-type: none">• Shrewsbury Police Station – Refurbishment of SNT Office accommodation – works completed on time and well received by Officers and Senior WMP Command on site• Hindlip - Refurbishment of Staff Kitchen Welfare facilities at Hindlip Accommodation Block – visited by PCC and noted the improvements• Hindlip Dog School – Refurbishment to Roofing, Kennels and Kitchen Areas• Hindlip Andy Roswell Building (Forensics) – Replacement of 2 x Boilers to ensure heating and hot water services are maintained <p>The following schemes are Phase 4 of the Programme and are due for completion by 31st March 2021</p> <ul style="list-style-type: none">• Bridgnorth Police Station Refurbishment of staff toilets & showers – Early stages of project. Site meeting planned for 2nd June.• Hindlip – Catering Block replacement of 2 x Boilers to ensure heating and hot water services are maintained <p>Deferred Works to 2021/22 Programme include:</p> <p>Defford Special Branch -Internal Security Improvements. Reasons for deferral of works because scope increased due to National Inspection Body requirements and impact on costs - £85k (Budget is £40k). Special Branch & Inspection Body advised works will commence post 1st April 2021</p> <p>Planned Programme 2021/22:</p> <p>The Strategic Estates Manager is working with WMP to determine schemes that will be sponsored and delivered in that financial year. The aim is to ensure 'business critical' assets are surveyed and assessed in terms of condition, lifespan and risk. This will focus the Planned Programme resources and planning to ensure those assets that are found to be in a poor condition and pose a risk to the 'business' are either repaired and/or replaced. This approach ties in with a number of the Core Estate Management Principles</p>
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Appendix 1: Safer West Mercia Plan Delivery Plan Extract

REASSURING WEST MERCIA'S COMMUNITIES			
No	SWP Commitment:	Supporting Activity:	Quarter 3 update October to December 2020
D1	<ul style="list-style-type: none"> • Ensuring the Police Code of Ethics is embedded within the force's culture, and is adhered to • Making sure all communities, individuals and staff are treated equally, fairly and respectfully by the force • Making sure people get an individual response based on their specific needs, and they understand the service they can expect to receive 	<p>(D1.1)• Monitoring PSD activity and performance via the Fairness, Policy and Standards Board and quarterly meetings between the DPCC - Head of PSD.</p> <ul style="list-style-type: none"> • Scrutiny of PSD activity through West Mercia Joint Audit and Standards Committee. • Considering learning nationally, regionally (e.g. IOPC lessons learned) and locally through the internal ethics committee. 	<p>The Q2 PSD performance meeting took place in October 2020. There has been a considerable increase in complaints since the change of definition in February 2020. PSD are effectively utilising the triage team to retain as many expressions of dissatisfaction within the department. To date, PSD had resolved over 80% of expressions of dissatisfaction outside Schedule 3, through the triage team. The AA has been undertaking an audit of historic cases and ensuring all those that should be closed on the system are shut down with the appropriate audit trails. This meeting now also features an anonymised summary of live gross misconduct cases (a recommendation from the new paper setting out processes for briefing the PCC on matters affecting public confidence).</p> <p>Dip sampling is to be reinstated in 2021 following recruitment of members to the JASC. A training day is being pulled together by the Finance Manager for the New Year and will include an input on standards and dip sampling.</p> <p>First formal IOPC - PCC meeting took place in October 2020. This meeting included updates on Chief Constable Complaint recording, complaint reviews (see D1.2) and oversight arrangements. These meetings will now take place on a quarterly basis and are useful in embedding the new complaint functions within the PCC's office.</p> <p>The paper outlining processes for briefing the PCC on matters affecting public confidence was taken to and approved at the West Mercia Governance Board in December.</p>

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

		(D1.2)Ongoing management of the PCC's complaint review service in line with national guidance and standards	Performance is now consistent following implementation of the new system, which is working well. Engagement has taken place with the IOPC, both in respect of general complaint review guidance, learning and feedback, and also in respect of specific cases as they have arisen. Levels of upheld reviews are broadly in line with expectations, although there are no targets in this regard. Caseloads are higher than anticipated, with significant complexity and follow-up in some cases, but these are being actively managed and cases are being cleared in a timely fashion, whilst maintaining focus on process accuracy.
D2	Ensuring West Mercia Police complies with the Best Use of Stop and Search Scheme	Monitoring of the Force approach to Stop and Search	In Q2 of 20/21 1341 stop and search encounters were recorded by West Mercia Police, a 17% increase compared to the same period in 19/20, but lower than the increases seen in quarter 1 of 20/21. In Q2 the percentage of positive stops remains high at over 35% compared to an MSG average of 27% in 19/20. The PCC's public perception data includes a specific question on stop and search, seeking to gauge people's views on whether the powers are used fairly and respectfully. Perception levels have remained unchanged since the previous quarter and shows that 66% of respondents feel it is used fairly (17% don't know). Shropshire and South Worcestershire have the lowest rates of satisfaction. Work has been commissioned with the force Strategic Diversity Lead to better understand why officers are choosing to record 'not stated' for ethnicity if it is not given by the person stopped, instead of making a judgement. This will focus on confidence building.
D3	Make sure police follow custody rules and treat detainees safely and fairly, via an Independent Custody Visitor Scheme	Ongoing management and coordination of the West Mercia ICV scheme in line with national guidance and standards	After recommending physical visits late September, following public health advice the PCC made a decision to suspend physical visits but continue with virtual visits by way of phone calls. All ICVs were informed of the decision and the move was supported by them. By adapting its working practices and using mobile technology, the scheme was able to continue running throughout the entire second lockdown, enabling ICVs to continue observing and monitoring custody processes and detainees welfare.

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

<p>D4</p>	<ul style="list-style-type: none"> • Delivering new online platforms for communicating and engaging with the public and partners, alongside traditional and existing methods • Ensuring the force is visible and accessible both in communities and online and is engaging with the public and acting on their concerns locally 	<p>Refer to B1.1</p>	
<p>D5</p>	<p>Working with partners to improve prevention and understanding of cyber crime, ensuring the strategy is fully implemented and emerging threats are tackled</p>	<p>(D5.1) Ensure the force implements its cyber strategy and supporting delivery plan</p>	<p>The force Cyber Crime Strategy has published and is supported by a delivery Work continues to progress in all areas within the plan.</p> <p>The force has been awarded £44K of Home Office Funding to acquire digital forensics technology and provide digital media investigations training to offender managers. Staff from all LPAs will be trained.</p> <p>A recent report shows that since 1 January 2016 the work of the Online Child Sexual Exploitation Team (OSCET) has resulted in 583 children being safeguarded and led to 547 arrests</p>
		<p>(D5.2) Develop and implement a work programme for the West Mercia Cyber Crime Partnership group in support of the West Mercia Cyber Strategy</p>	<p>The Cyber Crime Partnership Group has not met since September and the Q2 update is unchanged. The virtual cyber fringe festival in November was extremely well attended. A series of free cyber awareness clinics aimed at SME's being delivered in partnership by the NCSC and the Cyber Quarter will be starting towards the end of January 2021 and all partners are being encouraged to promote this across business contacts</p>
<p>D6</p>	<p>Develop strategies based on evidence to support the delivery of my key aims and objectives, and ensure the commitments I set out in these strategies are followed through with activity</p>	<p>Develop and implement a Rural Crime Strategy, supported by a comprehensive delivery plan</p>	<p>The delivery plan in support of the PCC's rural crime strategy has been finalised and the plan is now in place to monitor and track delivery of the plan. The 5 PCC funded Rural and Business Officers (RABOs), along with additional warranted PCs responsible for rural, business and We Don't Buy Crime are collocated within the Problem Solving Hubs. The Q2 Hub report (refer to B5.1) provides a summary of activity across the whole hub. Activity specifically undertaken by those responsible for rural and business in Q2 (July – Sept 2020) includes:</p> <p>Warranted officers:</p> <ul style="list-style-type: none"> • Over 200 visits to individuals and premises in rural communities • 78 interventions and investigations conducted across the Force

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

			<ul style="list-style-type: none"> • 81 partnership engagements including an allotment society, angling associations, the Badger Trust and the Bat Society • 60 wildlife offences dealt with RABOs • 91 referrals / signposts to other agencies • 174 crime reduction surveys completed • 78 Watch schemes created or promoted • 86 crime reduction initiatives implemented or promoted • 43 farm visits • 101 visits to farm crime victims
D7	<ul style="list-style-type: none"> • 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 • Working with businesses and partners through the Business Matters plan to ensure business crime is addressed effectively 	Refer to B2.1	
D8	I will continue to review, refine and invest in my Communications and Engagement strategy, to ensure I am acting on the views of our community including those of hard to reach and minority communities	(D8.1) Develop and implement a revised Communications and Engagement Strategy, supported by a comprehensive delivery plan	As part of planning daily activity, and planning for coming months, a delivery plan is still well used by the team. This ensures all actions are captured. The strategy continues to support this.
		(D8.2) Community Meet Your PCC Events	A series of online engagement sessions, one for each area, allowed the public to voice their concerns on a range of local policing issues directly with the PCC and a panel. The panel consisted of a member of the Road Safety Team, Inspector Ram Aston (who leads on WDBC) and the appropriate RABO. They generated lots of good discussion, with outcomes including grants being issued for speed indicator devices and the PCC meeting local councillors to discuss road safety issues in and around Hollywood Lane.
		(D8.3) Community newsletter	Parish newsletters continue to be distributed, with many town and parish councils switching to online methods of communicating with their residents, due to the pandemic.

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

D9	Use my Commissioner's Ambassador scheme to deliver more engagements, relationships and local links across our communities	(D9.1) Commissioner's Ambassador Scheme: (1) Identification of engagement appropriate for CA engagement (2) Identification of priority demographic and geographic communities (3) CAs to provide written feedback on all engagements (4) Provision of central support and materials etc. to ensure CAs represent the ambassador appropriately.	A recent catch-up was held with the Ambassadors, as well as individual meetings, where it was discussed that due to the Covid restrictions it is understood that they will still be struggling to attend meetings/engagements, therefore it is being encouraged to have calls via the phone/video. They are still managing to do this and are maintaining contact with their respective areas.
		(D9.2) Ambassador Grant Scheme: (1) £40k allocated for CA identified projects (2) Development of grant scheme and associated processes (3) Ongoing monitoring of grant scheme	The pots of funding continue to be used, with the Ambassadors making use of them before the financial year ends. Funding has gone to projects that support young people or help improve the safety of roads.
D10	Ensure that the police and partner organisations are active and effective in tackling the issues that are important to our communities	(D10.1) Safer West Mercia Perceptions Survey: analysis of quarterly results to inform scrutiny and challenge of local policing.	At the end of Q2 confidence as measured by the OPCC Public Perceptions Survey stood at 87%. Confidence was highest in South Worcestershire (91%) whilst it was lowest in Telford and Wrekin (81%). Reliability, quickness and being there when needed remains the greatest factor to influence confidence.
		(D10.2) Environmental Scanning via: (1) Daily media monitoring (2) Social media monitoring (2) Monitoring of Ambassador feedback (3) Monitoring of correspondence log (4) Formal consultation responses	Daily monitoring continues and a report is distributed on a daily basis.
		(D10.3) Responding to key / strategic public and other consultations, seeking to influence outcomes that support the Safer West Mercia Plan	The PCC has responded to a number of consultations, including a national review of the Strategic Policing Requirements and a consultation on Chief Officers Remuneration.

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

		(D10.4)Home and Dry water Safety Network and Campaign	A meeting was held on 10th December, with attendance from partners. Deputy PCC TO attended in order to gauge the need for a Water Safety Officer, for which funding from the PCC is agreed. Due to Covid-19 constraints, it was agreed that it would not be possible to recruit in this financial year as schools and colleges are largely closed. The meeting also focussed on Christmas partner messaging surrounding the night time economy, as there were five days over Christmas where pubs were able to open. January focuses on SAFE (Stay Away From the Edge) a campaign to discourage running near to the water's edge.
		(D10.5)Roads focus campaign	Due to Covid, this campaign is still on hold. However through funds and the roads strategy, we are still able to focus on this important subject. During December, we also held two online driver awareness sessions which were well attended and supported.
D11	Involve, engage and empower communities in the delivery of my plan through more opportunities for active citizenship and volunteering	Regular, consistent and targeted communications messages highlighting the difference communities can make and the opportunities available including West Mercia's Police Cadets, Citizens' Academies and the police Support Volunteer Scheme	Due to Covid, we have not been able to do as much on this as of late. However where possible, we still find ways of encouraging people to how communities can help. Most recently, it has been around supporting vulnerable people within communities.
D12	<ul style="list-style-type: none"> • Proactively publishing information to demonstrate the force is working ethically, and enable good governance • Be open and transparent in all the decisions and appointments I make and in the way I hold the Chief Constable to account 	(D12.1) (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	PCC site is now redeveloped and went live in the first week in January 2021. Now fully compliant with accessibility legislation. MM has requested a new site page summary in order to redevelop an internal auditing document. Site also needs to reflect upcoming PCC elections and work is being undertaken with developer to identify pages that need to be cleansed for Purdah. All relevant PCC staff have been trained on the use of WordPress CMS so that they can update their own pages as required.

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

		(D12.2)PCC's Holding to Account Programme	In September the PCC's formal holding to account meeting was on mental health and addressed issues including progress made by the force on adopting the national policing mental health strategy and leadership. An additional meeting was held at the end of September following a drop in performance in the public contact centre. October's meeting looked at the impact of the PCC's budget investment, including the speed of recruitment into posts. In November the meeting focused the force's approach to policing and enforcement during the ongoing coronavirus pandemic
D13	Work with the police to publish information arising from recommendations in HMICFRS or other strategic reports	Ensure the PCC is able to meet statutory reporting timescales through the development of a new process to ensure the PCC's office is provided with timely updates on the force response to any inspection from pre-publication stage through to the 'sign' off of remedial action by HMICFRS	During November West Mercia Police was one of a number of forces inspected as part of a national Covid-19 thematic inspection. The focus in West Mercia was on preparedness, partnerships and strategic leadership. Initial feedback from the inspectors was positive; the full report will be published in early 2021. A revisit on the PEEL 2018/19 investigations cause of concern/recommendations took place in November. In general the feedback received was positive as the force was able to demonstrate improvements in many areas. Wherever possible HMICFRS are continuing their inspection regime. West Mercia has been selected as one of 11 forces for inspection as part of a follow up the 2019 thematic report "Fraud: Time to Choose". As PEEL in 2021-22 evolves towards an intelligence-led continuous assessment model, HMICFRS will make more efficient use of evidence they already have, providing it remains current. This will include evidence gathered from other inspection activity and force management statements. The onsite fieldwork for this inspection will be in September 2021. HMICFRS has released one joint inspectorate thematic report on pre charge bail and released under investigation. This contained 2 recommendations for chief constables. December also saw the first HMICFRS report in response to a super complaint published. This report contains a number of detailed recommendations for both Chief Constables and PCC's. Work is ongoing to review these recommendations.