

## Appendix 1: Safer West Mercia Plan Delivery Plan Extract

PUTTING VICTIMS AND SURVIVORS FIRST			
No	SWP Commitment	Supporting activity	Quarter 1 2021 update April to June 2021
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"> <li>• 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</li> <li>• Make sure victims get effective services, enabling them to cope and recover and reduce their chances of re-victimisation</li> </ul>	(A2.1) Develop and implement a Victims' and Witnesses strategy, supported by a comprehensive delivery plan	Victim Strategy published. Delivery plan to be considered by the Victims' Board on the 30th of June. Task and finish groups are being set up to ensure the commitments set out in the Strategy are delivered and a performance framework is being designed to support the plan. In addition to the PCC's plan, there is ongoing work with partners to ensure victims receive the support required, when required.
		(A2.2) Review the PCC's existing commissioning strategy to ensure it is fit for purpose for the PCC extended term and publish the revise strategy	Action complete

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		(A2.3) Develop and implement a domestic abuse strategy, supported by a comprehensive delivery plan	This is continuing to be used to inform future commissioning of DA services including: co-commissioning with WCC for IDVA and DRIVE. Co-commissioning discussions with other local authorities.
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 Terms of Reference updated in May 2021. ToR aligned to new Victim and Witness Strategy. Effective governance arrangements in place to deliver key commitments. Performance monitored by the OPCC with exception reports going to the PCC and Victims' Board.
		(A3.2) Work with partners to: <ul style="list-style-type: none"> <li>• Create an internal audit and inspection regime to evidence compliance with the Victims' Code of Practice</li> <li>• Create a performance framework designed to improve victim and witness services.</li> </ul>	The PCC has recently received a self-assessment from MoJ for Victims Code Compliance which has been shared with representatives from the Victims' Board. It is also an item for discussion on the upcoming Victims Board meeting.
A4	Complete victims' needs assessments to inform future commissioning intentions with a focus on victim, offenders and early intervention.	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.	Action complete

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A5	<ul style="list-style-type: none"> <li>• Ensure the victim voice is at the heart of all activity in relation to my role</li> <li>• Actively seek to engage with victims in the development of service provision</li> </ul>	(A5.1) Develop and implement a local delivery plan in support of the NHS England national sexual assault and abuse strategy	The Commissioning Manager has developed a role profile for an SV officer. This has been sent to the internal job evaluation panel for grading purposes and a further update is expected by end of June. Once the update has been received, recruitment will be commenced for the post, and a delivery plan will be developed.
		(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 going to be picked up in the new PCC term by the new SV co-ordinator post
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	Refer to A6.2
		(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	The needs assessment specification is currently out to market. Bidding will close on 8th July. Once the bids have been evaluated, the contract for the service will be awarded and the work will commence. This is expected to be around August 2021. In addition, the Commissioning Manager has met with internal WMP teams to understand the data required for the work, and is in the process of agreeing a data set which the successful consultant can use as part of the work. The CM has also liaised with the WMP Consultation & Engagement Team to procure some specific interviews with victims as part of the work.

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		<p><b>(A6.3)</b> Work with National Health England to re-commission the CYP SARC service</p>	<p>The tender for this service has now closed, and the tenders have been evaluated. The preferred provider was discussed in a procurement meeting in June 2021 and each regional PCC office is now going through their internal governance process before confirming the preferred provider. The provider is expected to be announced in July 2021 and the contract is due to commence in Feb 2022.</p>
		<p><b>(A6.4)</b> 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>In addition to the roles procured last year, the VAL team were successful in this quarter in their bid for an additional 1 x FTE post, who will seek to identify and prioritise male, BAME, LGBT+ and other underrepresented victims, and work with partners to improve accessibility and development of pathways for 'hard-to-reach' DA victims.</p>
		<p><b>(A6.5)</b> 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>Action Complete</p>
		<p><b>(A6.6)</b> Recommission the ISVA service</p>	<p>Action Complete</p>

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		(A6.7) Commission a service to support victims of sexual abuse, violence and exploitation.	Action Complete
A7	<ul style="list-style-type: none"> <li>• Work with government to further enhance services for victims and witnesses locally</li> <li>• Use my role as PCC to influence the legislative agenda to secure sufficient funding for victim services</li> </ul>	(A7.1) Engaged in national work via APCC and MoJ	No updates for this quarter - the Commissioning team regularly liaise with MOJ directly and through APCC Victims portfolio groups.
		(A7.2) Lobbying activity seeking to promote amendment in the DA Bill around the rough sex defence	No update for this quarter as the Pre Election Period for the PCC elections was in force.
		(A7.3) Work with Citizen's Advice Witness Service to improve victim and witness experience in the Courts.	<p>Across West Mercia in the last 2 months CAWS have seen a huge increase of volunteers returning to the courts, thus providing more and more face to face support either as a Pre-trial visit or /and supporting on the day.</p> <p>CAWS have been recruiting heavily including looking at our diversity range of volunteers and have now increased the numbers on top of our existing volunteer base as we have had a large amount of interest across all the courts n West Mercia</p> <p>All existing volunteers that have returned have or are completing refresher training and covering any additional areas where CAWS have changed and adapted to new ways of working .</p> <p>All staff have returned to their courts full time. CAWS are still offering PTVs (pre-trial visit) either by telephone, face to face or google meets. Face to face PTV are increasing with Covid measures being eased.</p>

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		(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	Action Complete
		(A7.5) Work with partners to use Home Office and PCC funding to implement the DRIVE programme in Herefordshire	Action complete
A8	Support the appropriate use of restorative justice	<ul style="list-style-type: none"> <li>• Review existing services to ensure they are effectively delivering RJ across West Mercia</li> <li>• Hold regular contract management meetings with service provider</li> <li>• Work with partners to ensure referral pathways are working</li> </ul>	The Commissioning Manager has met with the Head of Victim Services as well as the Criminal Justice Policy Manager and through the Victim's Board, are going to create a task and finish group which is aimed at improving the number of referrals and the outcomes associated. This group is likely to be set up around July/August.

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BUILDING A MORE SECURE WEST MERCIA			
No	SWP Commitment	Supporting activity:	Quarter 1 2021 update April to June 2021
B1	<ul style="list-style-type: none"> <li>• Making sure the police provide the right response to incidents at the right time Incorporating the following Reassure commitments (D4)</li> <li>• Delivering new online platforms for communicating and engaging with the public and partners, alongside traditional and existing methods</li> <li>• Ensuring the force is visible and accessible both in communities and online and is engaging with the public and acting on their concerns locally</li> </ul>	<p><b>(B1.1)</b> Improving and sustaining the performance of the Operations Communications Centre (OCC) Cross reference to <b>D4</b></p>	<p>A number of measures designed to reduce demand and improve performance for both 999 and 101 have been implemented.</p> <p>999- At the end of May 21, 94% of 999 calls were answered within 10 seconds, this is a small improvement on the previous month. In May the OCC observed a 9% increase in emergency 999 call demand compared to the previous month and a 34% increase compared to May 2020. This is likely impacted as a result of lockdown restrictions easing.</p> <p>101- In May the OCC observed an increase in non-emergency 101 call demand by 3% compared to the previous month and a decrease of 9% compared to May 2020. Call volumes have remained fairly stable over the last 7 months. Following the trend of emergency contact, despite the significant volume increase, non-emergency 101 performance increased 6% from last month resulting in 63% of non-emergency calls being answered within 30 seconds, this is on an upward trend since low levels seen Jan/Feb 21.</p> <p>A number of measures to reduce erroneous internal demand are continuing to be effective at creating additional capacity to grow non-emergency performance.</p>
		<p><b>(B1.2)</b> Response time to incidents</p>	<p>Efforts to address the ongoing SAAB Management Information (MI) issues are now being led by ACC Jones. OCC, ITSS, SP&amp;I and Change are all working together to clarify the current situation and move it forward. A full, costed options paper with timescales will be delivered by Change on the 18th June. This will deliver a clear plan for resolving the current MI issues, incorporating any learning from other SAAB forces who are experiencing similar issues. If delivery of a technical solution will result in further significant delays manual methods such as dip sampling will be implemented for indicative figures.</p> <p>Levels of unresourced have started to increase as we move out of lockdown. May also saw two bank holiday weekends and a continued increase in 999 and 101 demand. The force say it is highly probable that volumes will continue to rise in the coming months due to progression through the 'Road Map', an increased night time economy and improved weather as well as Euro 2021 starting in early June.</p>

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<p><b>B2</b></p>	<p>Ensuring officers and staff effectively identify and support people with vulnerabilities, understanding and managing associated risks</p> <ul style="list-style-type: none"> <li>• Proactively finding the causes of crime so threats are identified and targeted before they escalate</li> <li>• Using an effective problem solving approach, working with partners and local communities to prevent, solve and reduce crime and anti social behaviour</li> <li>• Ensure local partnership Joint Action Groups address serious and organised crimes in their areas</li> </ul>	<p><b>(B2.1)</b> Problem Solving Hubs: to include implementation of the Rural Matters and Business Matters Plans ( D7)</p>	<p>New strategic and tactical leads have been appointed to take forward the work of the Problem Solving Hubs and the Centre of Excellence, renamed the Problem Solving Support Team. The Policy Manager has met with the new leads with a view to improving the performance summary documents produced to ensure they have a focus on outcomes, and the PCC's commissioning team are working with the Hub on this. The PS Hubs metrics are also being linked to the relevant Community Policing Charter metrics.</p> <p>Outputs from the latest report (Q4: Jan - March 2021) show:          Across all relevant roles, 382 police incident reports (PIRs) were submitted for Quarter 4,          7 new Problem Solving Plans were created for the quarter whilst pre-existing plans were contributed to 120 times.          60 new Risk Management Plans were created for the quarter, with pre-existing plans being contributed to 729 times.          5 arrests were made between January and March, 10 stop searches and 10 warrants executed.</p>
		<p><b>(B2.2)</b> Ensure the NPCC Mental Health Strategy is implemented locally</p>	<p>Gold Group met in May to progress work stream. Review of triage and demand management underway. Key issues with places of safety and staff having to provide support at Hospitals due to lack of capacity in suitable suites.</p> <p>MH Conference planned for Oct 2021 (TBC), which will bring together senior leaders and relevant practitioners to improve overall outcomes. PCC to convene the conference.</p>

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		<p><b>(B2.3)</b>Ensure the Force implements its SOC strategy</p>	<p>Ongoing oversight of the force's SOC strategy / delivery plan via the monthly SOC strategy delivery board. HMICFRS inspection activity in respect of SOC took place remotely w/c 10/06/21. The PEEL assessment framework which defines characteristics of good in respect of SOC were used to structure the HTA session which took place in March. The HTA process therefore provided an early position statement on the force's performance across key areas. The last SOC strategy meeting took place on 5th June and an overview of progress across all 4P strands was provided. Of note, the force are introducing a new Tactical Advisory Group (TAG) process is being established to support the force in developing holistic 4P plans for newly mapped OCGs, and to capture organisational learning. The Problem Solving Support Team Inspector has been asked to lead on the Prevent strand of the SOC strategy, to bring together all of the work being undertaken in respect of prevention; much of which is linked to the PS hubs.</p>
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		<p><b>(B2.4)</b>Ensure SOCJAGS are addressing SOC in their areas</p>	<p><b>Pursue:</b> New Tactical Advisory Group (TAG) process being adopted. Will evolve to include partners. The TAGs will also contribute to organisational learning through the debrief process that has been incorporated.</p> <p><b>Prepare:</b> OCGM responsible for ToR for the majority of SOC governance / partnership meetings. Creating process to ensure scheduled reviews of ToR to ensure all are fit for purpose and aligned to best practice. SOC analyst post will be incorporated into BAU structure / budgets</p> <p><b>Protect:</b> Refreshed the database of diversionary / intervention schemes (Inc. PCC funded schemes). This will be relaunched on the intranet shortly.</p> <p>The force have recruited Early Help Officers (in the HAU) who will focus on children &amp; young people; and Early Intervention and Prevention Officers (in the PS hubs) that will look at diversionary / intervention activity.</p> <p><b>Prevent:</b> Work is ongoing to improve the ability to capture and evidence activity linked to Prevent. Confidence that work is on-going, the issue is lies in capturing the activity in a meaningful way. Improvements in data capture to be made over the next quarter.</p>
		<p><b>(B2.5)</b> Safer Street Initiative</p>	<p>The PCC’s Commissioning team submitted 2 bids into the second round of the Home Office Safer Streets initiative designed to reduce crime and improve community safety. Both bids were successful and projects will be implemented in Telford and North Worcestershire.</p> <p>A third round of funding has opened round for PCC’s, specifically designed to improve the safety of public places for all, with a particular focus on reducing VAWG crimes. The PCC is currently working with West Mercia Police to submit up to 3 bids</p>

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<b>B3</b>	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	<b>(B3.1)</b> 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 April 2021. The document sets out the key activities that have been completed or are embedded as BAU following implementation of the PCC strategy. The document also highlights areas that would benefit from further development during the new PCC term such as: SOC comms, funding opportunities (MSHT / SOC offenders) etc. It is recommended that the SOC strategy and delivery plan are reviewed and refreshed to ensure they are fit for purpose, and reflect the PCC's priorities. This is being considered as part of the drafting of the new Safer West Mercia plan.
		<b>(B3.2)</b> 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 was made public in January and is on the PCC website, the initial draft of the delivery plan has been updated to include updates thus far. It will be reviewed to ensure if fits with the priorities identified in the new Police and Crime Plan.
<b>4</b>	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	<b>(B4.1)</b> PCC's Safer Roads Fund	This project was completed during Q4 of 200-21 - no further updates.
		<b>(B4.2)</b> Morse project	MORSE funding has been extended until 31 March 2022 as the service is embedded within local delivery and continues to deliver outcomes aligned to the PCC's Safer West Mercia Plan. Both YSS and FRS anticipate delivering the service to 100 users with 70% sustained engagement. The outcomes are to contribute towards the Reduction in road traffic collisions/ fatalities and casualties/traffic offences and road crimes and address the harm caused by alcohol and drug misuse.
<b>B5</b>	Ensure partners work together to provide efficient and effective support to victims and use early intervention to prevent victimisation.	<b>(B5.1)</b> DRIVE programme development	Refer to A7.4 and A7.5

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		<b>(B5.2)</b> We Don't Buy Crime (WDBC)	There has been a total of 500 SmartWater (SW) packs purchased in April 2021 by WDBC areas. This brings the total to 30,738 since April 2019. There have been 122 burglaries (Residential only) reported in April 2021. This is 7 less compared to March 2021 and is 11 more than April 2020. There has been 9 second-hand dealers visited, and 2 second-hand dealers emailed in April 2021, utilising the We Don't Buy Crime Portal. A total of 263 visits and 78 emails have been conducted/sent since April 2019.
		<b>(B5.3)</b> West Mercia Diversionary Network (WMDN)	Q4 meeting held in April. Staffing, referral numbers and finances were all discussed. A further meeting was held in June 2021 regarding the finances of the project. Underspend from 20/21 budgets will be directed to provide further additional staff over the next 2 years on the contract. The Children's Society (TCS) have appointed to these posts and are awaiting start dates. We have also agreed to re-profile some further underspend to out-source some diversionary activity which TCS are confident they will spend. Previous issues during COVID have meant that cases have been held in service for longer than they would have been normally. However, TCS Are confident that with easing of lockdown restrictions and the changes in their service delivery model, we will see an increase in outcomes being achieved as well as a reduction in waiting list volumes and timings.
		<b>(B5.4)</b> Drug intervention provider (DIP) custody review	Action Complete
<b>B6</b>	<ul style="list-style-type: none"> <li>• Make sure public funding used in support of this objective is allocated responsibly, is outcome focussed and based on proven need</li> <li>• Use a commissioning framework to ensure funding for community safety partnerships represents value for money</li> </ul>	<b>(B6.1)</b> Review of performance monitoring arrangements for the Force funded projects	A meeting was held between the RABOS and the PCC office in June to address some of the issues faced with the inadequate monitoring reports which appear on the PSH Dashboard. A list of actions have been raised and further meetings arranged with the RABOS to ensure the monitoring report is fit for purpose. An update will be provided in Q2. In addition to this a qualitative template form is being developed for all the other Force Funded projects for them to provide regular narrative updates of their developments.

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		(B6.2)Review of CSP funding provision	All 5 CSPs have been notified of their funding for 2021-22. They will all be top-sliced £20K to fund the Partnership Analysts and £5K to go towards IOM. So far 3 applications have been submitted for North Worcestershire, 4 for South Worcestershire, 1 for Shropshire and 1 for Telford.
B7	Work with partners to increase the proportion of hate crimes reported to the police		There has been a significant increase in the recording of hate offences and crimed incident from March 2021. Monthly volumes in April – May 2021 were comparable to the high volumes recorded May – July 2020, but account for a 57% increase compared to the same period in 2019 (i.e. comparison to pre-COVID operating environment). Racially-related crimes and crimed incidents continue to account for the majority of volumes recorded. It is probable that volumes will increase as a result of Euro 2021 starting in early June. The impact of the Delta Variant may also drive an increase as the continuation of the roadmap is delayed. The increase in hate crime offences was subject to scrutiny at the PCC’s holding to account meeting on performance in June 2021. Chief Officers provided reassurance that the increases and broader environmental / societal factors impacting hate crime were well understood. The drivers of hate crime are closely monitored locally and nationally. Analysis shared by the CC prior to the meeting sets out the correlation between events that take place in the public eye, and incidents of hate crime. In terms of the response to hate crime, the force have implemented a new hate crime model (originally piloted in Telford & Wrekin) across each of the LPAs. It is anticipated that this will address the current variation in hate crime satisfaction across the force areas, and lead to significant improvements by the end of Q2 2021/22.

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Reforming West Mercia			
No	SWP Commitment:	Supporting activity:	Quarter 1 2021 update April to June 2021
C1	<ul style="list-style-type: none"> <li>Ensuring the force transformation programmes delivers an effective and adaptable service which responds to the needs of our communities and the organisation</li> <li>Deliver service improvements and in doing so maximise the benefit to our communities in reducing crime and the causes of crime</li> </ul>	Development and implementation of the transformation programme	Future of IT services with Warks confirmed as being hosted by West Mercia, providing a much-reduced scope or residual services to Warks. Network migration due for completion by 30/9/21 when shared service arrangement with Warks ends. Exact scope close to finalisation. Implementation of National Enabling Programme on target, with technical testing of MS365 commencing shortly.
C2	Delivering new fit for purpose technology and making best use of it	(C2.1)Athena	The Athena contract has been extended so that the 9 Athena consortium forces' different contracts now align. Impact Assessment for implementation of next stage of Athena awaited from provider.
		(C2.2)ANPR	ANPR project delivered and closed.
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	Priority based planning underway; due for completion autumn 2021.
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	Further revisions to Fleet strategy required to ensure it plans sufficiently far into the future and includes electrification.

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C5	Aspire to a market leading support service for policing.	Reform of Services to Policing	n/a
C6	Delivering the operational control centre programme on time and on budget to improve force resilience	Building of a new OCC	n/a
C7	<ul style="list-style-type: none"> <li>• Understanding, investing in and developing the force's officers, staff and volunteers to make sure they are reaching their full potential</li> <li>• Properly investing in the workforce and developing staff</li> </ul>	Ensure the Force develops and implements a Leadership strategy	<p>A Leadership Development delivery plan has been developed and socialised at key forums (e.g. People Portfolio Board, Strategic L&amp;D Panel and CO planning Day.) L&amp;D are now building leadership products around 3 priority areas: Inclusion (those from underrepresented groups), Aspire (those looking towards promotion), Rank (designed to specifically meet requirements of promotion, linked to the National Police Promotions Framework). Rank specific training is inclusive of police staff leadership not just officers and will ensure police staff equivalents will have the same level of training that officers get through NPPF Sgts / Insp training. Comms around first 2 leadership training offers was launched in May. The force are looking at both in-house and external delivery. A business case for procurement of external products developed (to commence delivery after October 2021) and proposals will be shared to engage suppliers and enable the force to appoint a provider and immediately draw down funds when available.</p> <p>Update/ deep dive of the promotions process review provided at the fairness, policy and standards meeting in April 2021. Survey work and data analysis undertaken to understand views of those who have recently taken part in a promotions process, and to identify any under representation in recent boards. Current processes have also been benchmarked against CoP guidance and some areas for improvement identified.</p>

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<p><b>C8</b></p>	<ul style="list-style-type: none"> <li>• Achieving the uplift in additional officers and ensuring the workforce better reflects the demographic makeup of our communities</li> <li>• Increasing the number of special constables and police volunteers, focusing on the contribution they make towards keeping communities safe <b>(Refer to )</b></li> </ul>	<p>Ensure the Force develops and implements a People Strategy</p>	<p>Delivery of the People Strategy overseen via 4 sub-boards and People Strategy Board chaired by the CC. Force progress in achieving the additional officer uplift is monitored internally via the Workforce Delivery Group which report data on workforce composition, officer establishment, demographic data, joiners, attrition rates and officer uplift allocations. In regards to the officer uplift allocations, the PCC also receives monthly performance updates from the National Police Uplift Programme. The update in April 2021 confirmed that the force met the National Uplift Targets for Yr1. Data from May 2021 (latest data sent in June), confirms that based on projections, the force remains on track to either meet or exceed Yr2 targets.</p> <p>The PUP data also provides data on joiner rates by gender and ethnicity. Latest data shows that recruitment in the last rolling 12 months (to May 2021) is considerably more representative than the previous 3 year average:          Female joiner rate 43.3% vs 33.8% 3 yr average.          BAME joiner rate 7.3% vs. 2.1% 3 yr average.</p> <p>The force have been unable to find a suitable candidate for the 2nd positive action role. This was raised by the DPCC at People Strategy Board. The force are considering a number of options to progress this.</p>
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<p><b>C9</b></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"> <li>• Review the findings of staff survey / engagement activity including the Durham survey, staff network surveys, Federation / Supt. Association surveys as published.</li> </ul>	<p>The last Health Safety and Wellbeing board met April 2021. Ch. Supt Bridges (BB) has established a group to look at assaults against officers, with a focus on the force's 7 point plan and how it's used. Analysis is ongoing to determine if the increase in assaults seen last FY was linked to the influx in new student officers</p> <p>Decline in sickness rates over the last 5 years. Officer Sickness for 2020/21 is at a 5 Year low of 4.1%. Staff Sickness up 0.1% from 2019/20 but remains at a relatively low level compared to previous years. Whilst this performance is positive, West Mercia is still recording a much higher rate of sickness than the average of both the Public (2.7%) and Private sector (1.6%).The COVID-19 pandemic has affected the sickness data in a number of ways; while the virus may have led to additional sickness absence during specific months (Mar 2020, Nov 2020, Jan 2021), measures such as social distancing, shielding and increased homeworking appear to have helped reduce other causes of absence, allowing the general downward trend to continue and lowest levels of sickness for officers over the last 5 years.</p> <p>SPI submitted a paper to the diversity, equality and inclusion board setting out the current position in terms of measuring organisational culture and recommendations re. the future approach to surveying and measuring, to improve consistency, cost effectiveness and alignment with force priorities. It was recommended that the force develop an internal biennial staff survey alongside the biennial National Policing wellbeing &amp; Inclusion Survey (i.e. 1 annual survey, alternating between internal survey and external Durham survey). The recommendations were supported and will be taken to People Strategy Board for a decision</p>
<p><b>C10</b></p>	<ul style="list-style-type: none"> <li>• Give leadership to the force and partners in forging new collaborations to deliver efficient and improved public services</li> <li>• Join up services and commissioning with partners where there are operational and financial benefits</li> </ul>	<p><b>(C10.1)</b> Fire and Rescue Service Business Case.</p>	<p><b>N/A</b></p>

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		<p><b>(C10.2)</b>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><b>Roads Policing</b> OPCC roads policy leads across the region are meeting quarterly as a group to share best practice and identify any opportunities for joint working. The group is looking at road crash victim support provision, uninsured drivers, road safety partnership arrangements and a strategic assessment of criminality on the roads. The RPO continues to represent the PCC at quarterly regional operational meetings. Force leads and the RPO are attending meetings to start looking at the issue of drug-driving and potential diversionary/educational opportunities.</p> <p><b>Regional financial investigation (FI) and Fraud</b> 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. The RPO will pick this up as an area of work in future work plans to consider how we take this forward.</p> <p><b>Criminality in the Prisons</b> 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 will be arranged in Q2 of 2021/22, 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><b>ROCU</b> The impact of Operation Venetic continues to be assessed. The cash recovered as part of Venetic will be returned to the West Midlands force area as this was where the money recovered, but a plan has been developed which will see some of this resource invested back into the ROCU and also into preventative interventions across the wider region. A review of the ROCU S22a collaboration agreement is underway and OPCCs have provided a steer for this piece of work which includes the development of options for how future ROCU cash seizures are managed.</p> <p>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. An action plan is in place for the strategy development and the work</p>
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			<p>needed within the ROCU to embed a preventative approach. The RPO has developed a template which has been sent to partners to capture local SOC prevent mechanisms and programmes, to try and better understand what already exists in this space. WE have had limited responses up until this point, however once we have all responses in we can begin to map and identify any gaps.</p> <p><b>Police Aviation</b></p> <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. In June, the PCC also took on the position of chair of the Board. The West Yorkshire Mayor has given 12 months' notice that they intend to cease being the lead local policing and therefore the Board has commissioned immediate work to find a new host for the service. The PCC and RPO have also played a central role in a review of the governance of NPAS. Proposals were developed to establish a more strategic policing aviation board, encompassing drones and other aviation topics, and to have an independent chair for this body. The S22a is also proposed for transition to the new national template. The Board will consider these proposals in July.</p> <p><b>Counter Terrorism</b></p> <p>The RPO continues to support the PCC in his scrutiny of CT related matters at local CT briefings and at RGG. In Q1, forces signed an extension to the S22a agreement covering the regional Special Branch collaboration. At the national level, the reform of Special Branch is also progressing with a consultation in progress at present on options for how funding for this activity should be transferred into CT policing. A Protect Duty consultation was launched earlier this year and the RPO continues to liaise with Force Protect leads to ensure this is being carefully considered. A CT deep dive session has been arranged for October which will allow PCCs to seek assurance around the implementation of learning from the Fishmonger's Hall terrorist attack.</p> <p><b>Criminal Justice</b></p> <p>The RPO has continued to support the regional criminal justice recovery over the last quarter, including the monthly Regional Criminal Justice Collaboration Forum. With the election period over and a new chair elected, the RPO has been working with partners to review the work plan and priorities for the next 12 months. The restructure of the National Probation Service came into effect on the 25th June and the implementation of the dynamic framework has begun. 'once the</p>
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			<p>dust has settled the regional co-commissioning group will begin again to understand the commissioning landscape across the criminal justice partners and across the region.</p> <p>A follow up Confidential Inquiry Session (CIS) for the Criminality and Prisons work was planned for February 2021 but given the current pressures on the criminal justice system, and in particular the prison service in relation to managing Covid-19 across their estates, this was postponed until after the elections. The RPOs have been working to put together a programme of work and inductions for the PCCs post-elections and the follow up CIS is looking to be scheduled for the end of 2021.</p>
<b>C11</b>	<ul style="list-style-type: none"> <li>• Ensuring the force has fit for purpose buildings and contact points which best meet the needs of local communities and the organisation</li> <li>• Ensure my Strategic Estates Plan is used to drive effective activity, focus and investment in the police estate both now and into the future</li> </ul>	<b>(C11.1)</b> Strategic Estate Remodelling Plan	Work is ongoing to develop a new Estate Strategy. A final draft of the strategy will be submitted to the August Change & Transformation and Estates Governance Boards.
		<b>(C11.2)</b> Replacement of Shrewsbury Police Station & Provision of Northern Hub	Review of User Requirements and Site locations to be commenced.

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		<p><b>(C11.3)</b>Replacement of Hereford Police Station</p>	<p>The Estates Team are currently assessing the planning implications of the feasibility report which has been produced</p>
		<p><b>(C11.4)</b>Replacement of Redditch Police Station</p>	<p>Tenders to appoint architects were issued mid-June and will be determined later in July.</p> <p>A monthly update report is to be produced for the Estates Governance Group at the request of the PCC.</p>

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		<p>(C11.5) Review of Planned Programme of Works (Revenue &amp; Minor Capital) 2020/21</p>	<p>Work is ongoing.</p>
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REASSURING WEST MERCIA'S COMMUNITIES			
No	SWP Commitment:	Supporting Activity:	Quarter 1 2021 update April to June 2021
D1	<ul style="list-style-type: none"> <li>Ensuring the Police Code of Ethics is embedded within the force's culture, and is adhered to</li> <li>Making sure all communities, individuals and staff are treated equally, fairly and respectfully by the force</li> <li>Making sure people get an individual response based on their specific needs, and they understand the service they can expect to receive</li> </ul>	<p><b>(D1.1)</b> • Monitoring PSD activity and performance via the Fairness, Policy and Standards Board and quarterly meetings between the PCC - Head of PSD.</p> <ul style="list-style-type: none"> <li>Scrutiny of PSD activity through West Mercia Joint Audit and Standards Committee.</li> <li>Considering learning nationally, regionally (e.g. IOPC lessons learned) and locally through the internal ethics committee.</li> </ul>	<p>The Q4 PSD performance meeting took place in April 2021. The increase in conduct matters in 2020/21 identified and raised as part of the June 2021 Performance HTA meeting with the CC. Reassurance was provided by the CC that the increase in conduct cases is understood and action is being taken to address the drivers.</p> <p>New JASC lead for standards identified. Introductory meeting held between JASC lead and policy lead to discuss the future approach to standards and ethics. A number of areas were suggested for the work plan however this remains in very early stages. A meeting between the new lead for standards and the Chair, Vice-Chair and Secretary of the Internal Ethics Committee has been arranged for the end of June to understand how/ if the forums work together. In the interim, the PCC's policy officer has continued to attend and contribute to the Internal Ethics Committee which continues to evolve.</p> <p>Meeting held with IOPC. The agenda included oversight of complaints / reviews matters, IOPC performance products and new requirements for LPBs to publish information, and the relatively new 12 month notification process. The PCC's policy lead raised concerns regarding the accuracy of the IOPC performance products and queried whether LPBs were being consulted as part of the Q/A process prior to publication. The IOPC liaison officer will raise this matter with IOPC colleagues.</p>
		<p><b>(D1.2)</b> Ongoing management of the PCC's complaint review service in line with national guidance and standards</p>	<p>A review of performance in this area was undertaken. In general, it was agreed that performance remained good, with positive feedback also in respect of overall service from PSD and the PCC's external provider in this business area. A range of suggestions were put forward to enable improvements where potential was identified. These are being actioned now between the OPCC, PSD and the external provider. Demand remains consistent. Initial performance statistics have been published by the IOPC, although it appears that there are issues nationwide in respect of the accuracy of these figures as they do not bear resemblance with OPCC activity. This point has been acknowledged by the IOPC and is under review in a number of PCC offices.</p>

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<b>D2</b>	Ensuring West Mercia Police complies with the Best Use of Stop and Search Scheme	Monitoring of the Force approach to Stop and Search	<p>The next Strategic Stop &amp; Search meeting takes place in July, where Q4 data and activity will be reviewed. In Q 3 of 20/21 1360 stop and search encounters were recorded by West Mercia Police, a 16% increase compared to the same period in 2019/20. Drugs accounted for 59% of all stop searches, with 38% resulting in positive action. Overall in Q3 37% of all stop and searches resulted in positive action.</p> <p>During Q3 HMICFRS published a report on disproportionality in the use of stop and search and use of force. The findings from this report are being incorporated in the Force's stop and search action plan and were discussed in full at the last Strategic Stop and Search Board. At that meeting IAG members questioned the consistency in use of body worn video by all officers. Assurance was given that processes are in place, however it was agreed that all relevant inspectors would be tasked with undertaking 5 dip sample reviews of BWV in the next quarter and that the finding would be scrutinised as the next meeting</p> <p>To further strengthen the external scrutiny of stop and search, in line with the HMICFRS report the force will be begin working on setting up a stop and search panel. This will be in addition to the oversight provided by the various IAG Panels.</p>
<b>D3</b>	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	<p>Virtual visits continued to be in place and were effective at enabling observations and monitoring of custody, staff and detainees. The physical suspension was lifted alongside government guidelines on the 1st June. ICVs have since conducted successful physical visits to custody suites and PPE is in place. The scheme custody App that is currently used to record the custody visits will be changing on 1st July. This is a more cost effective and manageable transition which will enable the scheme manager to view data more effectively. There has been a number of new recruits this quarter with some now trained and conducting visits and some sat in the recruitment process awaiting vetting and interviews. This should bring the number of ICVs in the scheme back up to 50 which represents 10 per scheme.</p>

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<p><b>D4</b></p>	<ul style="list-style-type: none"> <li>• Delivering new online platforms for communicating and engaging with the public and partners, alongside traditional and existing methods</li> <li>• Ensuring the force is visible and accessible both in communities and online and is engaging with the public and acting on their concerns locally</li> </ul>	<p><b>Refer to B1.1</b></p>	<p>Refer to 3.5, 1.2 &amp; 2.1.2</p>
<p><b>D5</b></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><b>(D5.1)</b> 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 plan. Work continues to progress in all areas within the plan. Two police officers have successfully been recruited into new roles as Cyber Protect Officers. The key purpose of these roles is to deliver the National Protect Strategy at Force level, delivering consistent nationally approved cyber security advice to businesses and members of the public, as an active part of Team Cyber UK and to provide cyber security advice to victims of cyber dependent crime (including businesses) to reduce the risk of repeat victimisation.</p>
		<p><b>(D5.2)</b> 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 however the PCC's office continues to connect all members of the partnership, regularly circulating updates and information relating to cybercrime. The next meeting of the group takes place in July when representatives from the Regional Cyber Security Centre will be providing an overview of its work.</p>
<p><b>D6</b></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 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 Q4 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 Q4 (Jan – March 2021) includes: Warranted officers:</p> <ul style="list-style-type: none"> <li>• 266 visits to individuals and premises in rural communities</li> <li>• 220 visits to businesses</li> <li>• 51 partnership engagements</li> </ul>

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			<ul style="list-style-type: none"> <li>• Over £25k in assets recovered in conjunction with the use of WDBC covert assets</li> <li>• 28 wildlife crime offences dealt with</li> </ul> <p>RABOS (the Herefordshire RABO post was vacant for Q4, but has now been filled):</p> <ul style="list-style-type: none"> <li>• 20 referrals / signposts to other agencies</li> <li>• 62 crime reduction surveys completed</li> <li>• 31 Watch schemes created or promoted</li> <li>• 52 crime reduction initiatives implemented or promoted</li> <li>• 198 visits to businesses and farms including victims of crime</li> </ul>
<b>D7</b>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Working with businesses and partners through the Business Matters plan to ensure business crime is addressed effectively</li> </ul>	<b>Refer to B2.1 &amp; D6</b>	Refer to B2.1 & D6
<b>D8</b>	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	<b>(D8.1)</b> Develop and implement a revised Communications and Engagement Strategy, supported by a comprehensive delivery plan	The C&E strategy will be updated based on the final version of the Safer West Mercia Plan. Until that happens, the team is working from a delivery plan for both comms and engagement activity.
		<b>(D8.2)</b> Community Meet Your PCC Events	Whilst Covid restrictions remain in place, this is naturally leading to a delay in engaging and resuming any kind of events. However we are in the process of identifying other ways of engaging with people and some activity has resumed. We are also hoping to attend smaller scale summer events as part of the police and crime plan consultation
		<b>(D8.3 )</b> Community newsletter	The main newsletter is still on hold while we review our communication activity. However it is due to be brought back in the coming months. Regarding parish council newsletters, these too have been affected.

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<b>D9</b>	Use my Commissioner's Ambassador scheme to deliver more engagements, relationships and local links across our communities	<b>(D9.1)</b> 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.	The Ambassador scheme has now finished and a replacement is being reviewed.
		<b>(D9.2)</b> Ambassador Grant Scheme: (1) £40k allocated for CA identified projects (2) Development of grant scheme and associated processes (3) Ongoing monitoring of grant scheme	With the Ambassador scheme ending, the community pot they once were responsible for has changed to the 'Commissioner's Community Fund'. Communities and smaller projects will still be able to access this by applying directly to the office, with support from the local Supt also required.
<b>D10</b>	Ensure that the police and partner organisations are active and effective in tackling the issues that are important to our communities	<b>(D10.1)</b> Safer West Mercia Perceptions Survey: analysis of quarterly results to inform scrutiny and challenge of local policing.	No further update data is available following the Q4 findings
		<b>(D10.2)</b> 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	This continues with daily scanning of news and social media. Monitoring of Ambassador feedback is no longer required. A 'dip sample' meeting is still held to review the correspondence being sent in and out of the office.

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		<p><b>(D10.3)</b> Responding to key / strategic public and other consultations, seeking to influence outcomes that support the Safer West Mercia Plan</p>	<p>The PCC has responded to a number of consultations, including on domestic abuse services in courts, the Home Office and Department for Transport Roads Policing Review and feedback to inform the Independent Advisory Panel on Deaths in Custody.</p>
		<p><b>(D10.4)</b> Home and Dry water Safety Network and Campaign</p>	<p>With the return of Sarah-Jane, who was responsible for this campaign, the content is resuming. During this period we had Drowning Prevention Week and the Euros. This allowed for education work to take place and be shared across channels. Messages were shared to all ages to highlight the dangers. Two schools assemblies took place in Worcestershire with the help of Vicki Jones, mother of Tom Jones.</p>
		<p><b>(D10.5)</b> Roads focus campaign</p>	<p>This campaign is still on hold, but it is hoped it will resume soon once a thorough review of campaigns takes place. Roads continue to be a priority for the PCC, so they will form a key part of comms.</p>
<p><b>D11</b></p>	<p>Involve, engage and empower communities in the delivery of my plan through more opportunities for active citizenship and volunteering</p>	<p>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 thr police Support Volunteer Scheme</p>	<p>As mentioned in Q4 update, these have been impacted due to Covid.</p>

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<b>D12</b>	<ul style="list-style-type: none"> <li>• Proactively publishing information to demonstrate the force is working ethically, and enable good governance</li> <li>• Be open and transparent in all the decisions and appointments I make and in the way I hold the Chief Constable to account</li> </ul>	<p><b>(D12.1)</b> (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>	<p>The website, having been updated, and switched back to the original version (post elections) continues to be reviewed to ensure the content is up to date. A monthly review is carried out, however activity also takes place ad-hoc to make sure content is accurate.</p>
		<p><b>(D12.2)</b> PCC's Holding to Account Programme</p>	<p>While no formal holding to account meeting (HTA) was held in December the PCC submitted a virtual HTA to the Chief Constable seeking assurance on the Force's preparedness for the changes resulting from the UK leaving the EU. In January the PCC held a public Facebook Live event on the budget. The focus of February's meeting was domestic abuse and in March, two years after the force was graded 'inadequate' in its approach to addressing serious and organised crime (SOC), the HTA focused on the activity since that time seeking to ensure the subsequent improvements have been sustained. April's meeting provided a review of the year, seeking assurance that commitments around improvements made through the year had been addressed and in June the focus of the meeting was on performance. In addition to the programmed meetings an extraordinary meeting was held on the police response to an illegal rave in Herefordshire and a number of virtual holding to account requests have been submitted on the response to calls for service, ABE provision and most recently stalking.</p>
<b>D13</b>	<p>Work with the police to publish information arising from recommendations in HMICFRS or other strategic reports</p>	<p>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</p>	<p>The fraud follow up inspection took place in February (West Mercia was one of 11 forces for inspection as part of a follow up the 2019 thematic report "Fraud: Time to Choose). The initial inspection findings were shared with the force and PCC. West Mercia Police has been selected as one of a small number of forces for limited fieldwork in relation to the Centre for Women's Justice super complaint in regards to domestic abuse reports where the perpetrator is a police officer or member of police staff. The College of Policing is leading the investigation into this super complaint. HMICFRS have continued their insight work as part of their continuous assessment process for the new PEEL inspection regime. This work focuses on specialist areas of business and to date serious &amp; organised crime, armed policing, MOSOVO and the OSCET team have been subject to closer</p>

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			<p>scrutiny. A core element of the PEEL inspection is the Victim Service Assessment (VSA), and the inspectorate have recently completed their inspection work for this. A debrief on initial findings has been shared. The Force has completed and submitted its Force Management Statement for 2021. HMICFRS has published a number of inspection reports since the last report to Panel. These have addressed Regional Organised Crime Units, Disproportionality in Stop and Search and Use of Force, and Public Protests. Work is ongoing to review the recommendations with in these reports.</p>
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