

Appendix 1: Safer West Mercia Plan Delivery Plan Extract

PUTTING VICTIMS AND SURVIVORS FIRST			
No	SWP Commitment	Supporting activity	Quarter 2 update July to Sept 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"> 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	Strategy published. Delivery plan in place. Oversight and scrutiny provided by the Victims' Board.
		(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	Complete
		(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.	Victims' Board focused on delivering key outcomes linked to the Safer West Mercia Plan. DPCC now chairing. New performance framework under development and will be in place for December meeting. VCoP self-assessment completed. Improvement plan under development. DPCC leading on compliance across the region.

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		<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>VCoP self-assessment completed. Return submitted to MoJ. Improvement plan in place.</p> <p>Victim Services performance framework under development and to be in place for December meeting.</p>
A4	<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>Complete.</p>
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 	<p>(A5.1)Develop and implement a local delivery plan in support of the NHS England national sexual assault and abuse strategy</p>	<p>The role of the SV portfolio lead has now gone through the internal governance and HAYE procedures and the interviews for this role are on 22nd October. A key requirement of this role will be to develop and implement this delivery plan. In addition, the PCC has been working with the Force to resurrect the multi-agency strategic RASSO group, to ensure local focus around serious sexual offences.</p>
		<p>(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.</p>	<p>This is going to be picked up in the new PCC term by the new SV co-ordinator post</p>

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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 contract for the Victim Needs Assessment has been awarded to Justice Studio, who will be commencing this work in November 2021. The outcome of this work is due in February 2022. This work will inform the future direction of victim services within West Mercia. In addition, the PCC is currently in negotiations with Victim Support, to extend their existing contract from 1st April 2022 to 31st March 2023.
		(A6.3) Work with National Health England to re-commission the CYP SARC service	The contract for this service has been awarded to Mountain Healthcare, the existing providers of the service. The contract will commence in February 2022, and will run for up to 6 years.
		(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	The VAL are currently recruiting for the DA specialist role. In the meantime, the VAL have allocated 2 x dedicate Victim Care co-ordinators who are providing specialist support to victims of domestic abuse within West Mercia.
		(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	Action Complete

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		(A6.6) Recommission the ISVA service	Action Complete
		(A6.7) Commission a service to support victims of sexual abuse, violence and exploitation.	Action Complete
		(A6.8) SAAS strategy implementation	The role of the SV portfolio lead has now gone through the internal governance and HAYE procedures and the interviews for this role are on 22nd October. A key requirement of this role will be to develop and implement this delivery plan. In addition, the PCC has been working with the Force to resurrect the multi-agency strategic RASSO group, to ensure local focus around serious sexual offences.
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	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	Action complete
		(A7.3) Work with Citizen's Advice Witness Service to improve victim and witness experience in the Courts.	Additional funding secured to improve services and outcome for victims of domestic and sexual violence. Continue to work with the Courts and CJS to address / reduce Crown Court backlog. Small improvements witnessed in Q2 with the backlog reducing. Working with the MoJ to improve VCoP compliance and victim services.
		(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

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		(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"> • 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 	The Task and Finish group has not yet been convened. In the meantime, negotiations are being undertaken with Victim Support and the Victim Advice Line, to identify improvements in the service provision for RJ - these are included within the contract negotiation discussions as referenced above.

BUILDING A MORE SECURE WEST MERCIA			
No	SWP Commitment	Supporting activity:	Quarter 2 update July to September 2021
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 demand increased by 13% between Q1 and Q2 which remains similar to Q2 2019/2020. Within this quarter the number of calls answered within the 10 second target dropped to 88% a 6% decrease when compared to Q1.</p> <p>The statutory 999 target of 90% was met in July however it was not achieved in the following two months. ICT and power failures affected call performance all three months of Q2 which would affect outcomes including an increase in abandonment rate owing to the fact that presented calls simply could not be answered during these periods.</p> <p>101- In Q2 there has been a 4% reduction in call demand from the previous Q1 and a significant reduction from Q2 last year (-21.5%). Non-emergency call demand has continued to be unpredictable.</p> <p>Despite the reduction in demand, there has been an 18% reduction in the number of calls answered within the 30 second target to 43% of non-emergency calls being answered. Overall performance within Q2 is difficult to compare owing to the impact from factors outside of the OCC's control such as ICT and power failures which affected 999 performance.</p>

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		(B1.2) Response time to incidents	<p>An update is required to fix some issues relating to SAAB safe, the impact assessment and quotation are going through governance processes.</p> <p>Force wide unresourced continues to fluctuate but has improved into Q3. A dedicated full time resource created by the OCC has placed full time scrutiny over volumes and efforts to ensure the deployment principles are adhered to have ensured greater volume of appropriate incidents are being given to appropriate teams at the first opportunity. Unresourced is consistently highest in Shropshire throughout Q2, suggesting some issues with being able to allocate resources or an increased number of calls.</p>
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 • Ensure local partnership Joint Action Groups address serious and organised crimes in their areas 	(B2.1) Problem Solving Hubs: to include implementation of the Rural Matters and Business Matters Plans (D7)	<p>The latest available performance summary report for the hub is Quarter 1 (April – June 21). Hub outputs for the quarter include:</p> <ul style="list-style-type: none"> • Across all relevant roles, 377 police incident reports (PIRs) were submitted for Quarter 1, a 1% decrease compared to Q4 of 20/21. • 5 new Problem Solving Plans were created for the quarter whilst pre-existing plans were contributed to 121 times. • 69 new Risk Management Plans were created for the quarter, with pre-existing plans being contributed to 720 times. • Overall 8 arrests were made, 7 stop searches, and 9 warrants.
		(B2.2) Ensure the NPCC Mental Health Strategy is implemented locally	<p>MH conference postponed for the foreseeable future. Currently working with the Force and MH leads to map existing service provision across West Mercia. Force lead Supt. D. Pettit leading on implementing NPCC strategy. Currently working with ICS leads for Shropshire and Worcestershire. MH Gold group continues to meet quarterly. Currently considering commissioning a strategic MH needs assessment.</p>
		(B2.3) Ensure the Force implements its SOC strategy	<p>The last SOC strategy meeting took place on 26th July. The strategy is in a healthy position across the 4Ps, therefore it has been agreed to move to bimonthly meetings; will also allow time for people to make progress against updates. OCGMU will try and organise the first TAG meeting prior to the next OCGM meeting. This will contribute significantly to actions related to organisational learning. The new lead for 'Prevent' has been able to provide evidence of progress across a number of recommendations which can now be RAG rated as green (e.g. evidencing activity undertaken by other directorates)</p> <p>Comms did not attend the last SOC strategy meeting. It was noted that the PCC was disappointed by the lack of progress in respect of comms. The OPCC comms team are going to look to progress PCC-led comms, with potential to engage with partners (e.g. service providers).</p>

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		(B2.4) Ensure SOCJAGS are addressing SOC in their areas	<p>The Worcestershire strategic SOCJAG meeting is currently under review as it was not seen to add value. All future meetings have been cancelled.</p> <p>Operational SOCJAGS - Telford, Shrewsbury, North Worcestershire, South Worcestershire and Herefordshire all operating well with good partnership working arrangements in place.</p> <p>Local SOCJAGs feed into their CSPs and arrangements are now considered BAU.</p>
		(B2.5) Safer Street Initiative	<p>The PCC was successful in securing further funding from the Home Office in October 2021. This fund was specifically designed to improve the safety of public places for all, with a particular focus on reducing VAWG crimes. Two areas were successful in receiving funding South Worcestershire and Herefordshire. South Worcestershire have been awarded £511,960 for safer streets 3 funding. SW plan to deploy various interventions these include; Education, Lighting, CCTV, Canals, Parks/underpasses and Taxi Marshalls. Herefordshire have been awarded £515,935 for safer streets 3 funding.</p>
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	<p>The majority of recommendations from the PCC's SOC strategy are either completed or considered business as usual (BAU). The PCC's Q2 SOC strategy report set out the areas that remain outstanding or should be considered for future development during the new term. The PCC has committed to reviewing the SOC strategy and delivery plan as part of the new Safer West Mercia Plan.</p>
		(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	<p>The Road Safety Strategy and associated delivery plan are being reviewed to ensure they align to the priorities in the new Safer West Mercia Plan.</p>
B4	Ensuring the West Mercia Road Safety Team works with partners and local communities to improve road safety, using practical, evidence led	(B4.1) 'PCC's Safer Roads Fund	<p>This project was completed during Q4 of 200-21 - no further updates.</p>

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	approaches to enforcement and education, reducing the number of deaths and serious injuries.	(B4.2) Morse project	MORSE have recently received the results of an independent evaluation exercise based upon a 3 time-point exercise carried out by 30 participants and semi-structured telephone interviews. The results are very encouraging and indicate that the project is successful at improving the participant's wellbeing, drink driving attitudes and attitudes to violation. The recommendations that came from the report were around improving communication around public knowledge of MORSE and its identity, consideration on how to maximise the impact the scheme has over the longer-term and potentially carrying out a longitudinal evaluation using control groups to review re-offending rates.
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	Refer to A7.4 and A7.5
		(B5.2) We Don't Buy Crime (WDBC)	There has been 1813 SmartWater (SW) packs purchased in August 2021 by WDBC areas. The total currently stands at 32,653 since April 2019. There have been 223 burglaries (Residential only) reported in August 2021. This is 62 more compared to July 2021 and is 58 more than July 2020. There has been 0 second-hand dealers visited, and 6 second-hand dealers emailed in August 2021, utilising the We Don't Buy Crime Portal. A total of 295 visits and 87 emails have been conducted/sent since April 2019.
		(B5.3) West Mercia Diversionary Network (WMDN) – now known as CLIMB	Financial meeting held 25.08.21 with TCS agreeing underspend can be re-profiled towards diversionary activity, as a key factor in performance has been the inability to divert the CYP on due to the restrictive landscape caused by pandemic. This certainly reflected in the Qtr 1, Yr 2 data where a combination of recruitment issues combined with school closures / lockdown resulted in a waiting list and CYP's being 'held' in service. It is pertinent to say that the launch of CLIMB was significantly hampered by Covid19. With restrictions easing, integration has recommenced in line with the original mobilisation plan and this reflects in Qtr 2 data with no current waiting list. At the latest contract meeting it was highlighted that CLIMB is still under expected targets, but TCS felt they were confident they could still deliver on the contract citing the summer holidays as a naturally low time for referrals in. It was anticipated that CLIMB would target 87 referrals per quarter, and Qtr 2 saw them hit 62, working towards what we'd expect to see as BAU. Reassuringly following the waiting list absorption they are over target for people currently being supported in service, so as these CYP's naturally progress through support we would expect their outcomes figures stabilise, and referrals /demand rising.

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			TCS held activities over the summer months including boxing and art workshops and have seen a reduction in the amount of inappropriate referrals suggesting their integrative work with agencies is improving. We don't feel a remedial action plan is required at this stage but would like to see figures improving over the next 2 quarters. New Commissioning Officer is to go and visit CLIMB workers out in the field following portfolio handover to build relations.
		(B5.4) Drug intervention provider (DIP) custody review	Action Complete
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	An update of the monitoring report has been drafted and was presented at a recent meeting which took place between the PCC and the RABOS. Following this meeting several suggestions/modifications were raised around the report and these have since been implemented and the draft is waiting for sign off by the WDBC team. A qualitative report has now been finalised and is in use for all Force funded projects.
		(B6.2) Review of CSP funding provision	Since Q1, South Worcestershire have applied for funding for a further 2 projects bringing the total to 6 and Telford have submitted 9 new applications and Herefordshire have advised us that they will be submitting their applications imminently.
B7	Work with partners to increase the proportion of hate crimes reported to the police		The latest force data available is Q2 (July to September 2021). Volumes of Hate Crime and Crimed Incidents are in line with the previous quarter and 28% higher than the same quarter in 19/20. July saw the highest reported monthly figure for 2 years, this is likely as a result of restrictions lifting and a return of night time economy. It is expected that as the impact of these factors subside, a reduction in volumes will be observed as numbers have fallen since July. The year to date figure is that hate crime offences are up 40% when compared to same period the previous year.

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REFORMING WEST MERCIA			
No	SWP Commitment:	Supporting activity:	Quarter 2 update July to September 2021
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	Final scope of IT services provided to Warwickshire finalised; provision significantly larger than originally expected for next 6 months at Warwickshire's request. Although Warwickshire are paying for those additional services, it is having an adverse impact on the resources available to deliver West Mercia IT transformation. Technical testing of MS365 is almost complete, but business testing delayed until January 2022. Roll-out estimated from April 2022.
C2	Delivering new fit for purpose technology and making best use of it	(C2.1)Athena	9-force Athena s22 collaboration agreement being updated to reflect best practice and shift to run and development from implementation.
		(C2.2)ANPR	n/a
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	The force has completed its PBP programme and is working through the priorities to match the budget envelope that is available. Outcomes are to be presented for consideration by the PCC on the 11th November 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	Revised fleet strategy expected November 2021. ToR approved for business case development for EV charging infrastructure for whole force area.
C5	Aspire to a market leading support service for policing.	Reform of Services to Policing	n/a

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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"> • 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	The force has launched the LEAD leadership development programme. Internal website and products launched across 5 leadership work streams: Aspire, develop, and accelerate. Inclusion and rank. A delivery plan has been developed for reporting and tracking activity. A procurement process for external providers for delivery of leadership development activity to be commenced next quarter.
C8	<ul style="list-style-type: none"> • Achieving the uplift in additional officers and ensuring the workforce better reflects the demographic make-up 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 PCC's 2021/22 budget includes an uplift of 91 officers. It is anticipated that by the end of Q2, 71 posts will have been filled (78%) of uplift. Progress will be monitored at the November HTA meeting on budget investment. In regards to the officer uplift allocations, the PCC also receives monthly performance updates from the National Police Uplift Programme (PUP). The force remains on track to meet the National Uplift Targets for Yr2. The PUP data also provides data on joiner rates by gender and ethnicity. Latest data shows that recruitment in the last rolling 12 months is considerably more representative than the previous 3 year average for female and BAME joiners.

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<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 force have commissioned the National Police Wellbeing Service (NPWS) to undertake a peer review of the occupational health unit. New meeting established to focus on assaults against workforce. The group continue to focus on the 7 point plan and improving recording on ATHENA.</p> <p>There was a small reduction in officer and staff sickness in Q1 (Q2 data not available at the time of update). There was a marked decrease in Covid absences in Q1 reflecting strict restrictions and work from home guidance people have been operating under. Overall Sickness stands at 4.4% and reflects the national picture. West Mercia recorded a lower rate of sickness for both officers and staff than most of our similar Forces for the previous 12 month period.</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 with 	<p>(C10.1) Fire and Rescue Service Business Case</p>	<p>n/a</p>

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<p>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>Roads Policing OPCC roads policy leads across the region are meeting quarterly as a group to share best practice and identify 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 look at the issue of drug-driving and potential diversionary/educational opportunities.</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 has been arranged for early December. The inquiry 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 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 with some progress made. At the last Regional Governance Group – PCCs agreed to have a discussion within the next 3 months on the outstanding issue related to POCA/ARIS distribution of funding. 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 needed within the ROCU to embed a preventative approach.</p>
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			<p>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>Police Aviation</p> <p>The RPO continues to support the PCC in his role on the National Police Air Service Strategic Board. In June, the PCC took on the position of chair of the Board and in September the Board agreed to broaden representation from 6 to 9 regions to further strengthen governance and accountability. The PCC now represents the West Midlands region instead of both the East and West Midlands regions. The West Yorkshire Mayor gave 12 months' notice in June 2021 that they intend to cease being the lead local policing. Since then, the Board has commissioned immediate work to find a new host for the service and the PCC has been engaging in regular progress meetings on this and has briefed PCCs at the APCC AGM. Two forces are engaging in a due diligence process to assess the feasibility of hosting. The PCC and RPO are also involved in a high level discussions around Plan B, should a new host not be determined.</p> <p>The PCC has recently reviewed NPAS performance and issued a series of holding to account questions for the Chief Constable to respond to.</p> <p>Counter Terrorism</p> <p>The RPO continues to support the PCC in his scrutiny of CT related matters at local CT briefings and at RGG. Regional Policy Officers held a successful CT deep dive session for PCCs and Chief Executives on 8 October. The session was held at WMCTHQ with the main agenda item being nominal management. The primary aim was to understand how individuals of CT concern are now being managed since the Fishmonger's Hall attack and seek assurance that the lessons learned from the inquiry have been implemented. PCCs also looked at next steps in relation to the regionalisation of Special Branch and the Strategic Efficiency and Effectiveness Review.</p> <p>Regional PCCs have agreed to have a briefing session in March 2022 on their role in Major Incidents such as a terrorist attack. This will include an exercise so that they can test their local and regional arrangements in terms of communications and victim support.</p>
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			<p>Criminal Justice</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, new priority areas have been identified.</p> <p>Now that priority areas have been identified, the RPO has been working with partners to coordinate working groups and/or strategic leads to address them. The working groups</p> <p>Regional Co-commissioning - following on from the restructure of the Probation service and the implementation of the dynamic framework, this group has begun to understand the commissioning landscape by criminal justice partners across the region. The group will be looking to identify co-commissioning opportunities across the region.</p> <p>Regional Disproportionality Committee - focused on tackling disproportionality across the Criminal Justice System through multi-agency partnership working. The committee will report to the Regional Criminal Justice Board.</p> <p>Regional Rape and Serious Sexual Offences (RASSO) Working Group - The purpose of the Delivery Group is to ensure multi-agency collaboration to achieve the commitments of the cross-government rape review in the West Midlands. The Group will also have responsibility for delivery of the aims of the National Framework for Working with Independent Sexual Violence Advisers and Support Services (2021) (Hereafter referred to as "The ISVA framework").</p> <p>Victims Code Compliance - The SRO for this work stream, has begun working on an assurance framework to ensure gaps are addressed and good practice is captured and shared across the region.</p> <p>Domestic Abuse & Violence against Women and Girls – the purpose of this delivery group is to ensure criminal partner agencies are taking action to improve the delays in court backlog around DA. Also to address the epidemic of offending against women and girls and that a whole-system approach is needed to tackle offences against women and girls, involving not only the police.</p>
<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 	<p>(C11.1)Strategic Estate Remodelling Plan</p>	<p>Draft Estates Strategy with PCC and Chief Officers for comment. New Estates Service embedded and delivering business as usual. Major contracts being re-tendered.</p>

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<p>the organisation</p> <ul style="list-style-type: none"> • 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>(C11.2)Replacement of Shrewsbury Police Station & Provision of Northern Hub</p>	<p>Timing of proposals being reconsidered as part of a holistic strategy (see C11.1)</p>
	<p>(C11.3)Replacement of Hereford Police Station</p>	<p>Timing of proposals being reconsidered as part of a holistic strategy (see C11.1)</p>
	<p>(C11.4)Replacement of Redditch Police Station`</p>	<p>Architects instructed, planning application under preparation for submission in December; project due for completion 2023 as planned..</p>
	<p>(C11.5)Review of Planned Programme of Works (Revenue & Minor Capital) 2020/21</p>	<p>Complete – in process of implementation. Planned programme on target.</p>

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REASSURING WEST MERCIA'S COMMUNITIES			
No	SWP Commitment:	Supporting Activity:	Quarter 2 update July to September 2021
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 PCC - 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 Q1 PSD performance meeting took place in July 2021. The increasing trend in complaint and conduct cases noted in Q4 has been sustained and will continue to be scrutinised through the quarterly PSD meetings (next meeting November 2021). The IOPC are due to publish the Q4 and 2020/21 annual stats next quarter (November). A review of the draft IOPC data shows that West Mercia performance is in a positive place, particularly in regards to the proportion of complaints successfully resolved via triage. Next meeting with the IOPC will take place in October.</p>
		<p>(D1.2) Ongoing management of the PCC's complaint review service in line with national guidance and standards</p>	<p>Procurement in respect of the external and independent element of the review process has been completed with a contract awarded to a suitable party following a transparent process in accordance with all relevant guidelines and usual practices. The final outstanding elements of the review of complaint reviews have now been implemented following support from digital services to enable better information sharing between the OPCC and PSD in respect of which reviews are open and closed. This should improve reporting to the IOPC. Demand around complaint reviews remains consistent.</p>
D2	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 & Search meeting takes place at the end of November, where Q2 data and activity will be reviewed. In Q4 20/21, drugs accounted for 64% of all stop searches. WMP Positivity rate was higher than MSG aggregate for all ethnicity categories except for "Asian". WMP perform more stops per 1000 individuals than the MSG aggregate for all ethnicity categories except for "Mixed".</p> <p>Compliance for body worn video footage stood at 87% in Q4 this is comparable to the previous quarters and similar to that seen in Q4 19/20 (85%).</p> <p>During Q3 HMICFRS published a report on disproportionality in the use of stop and search and use of force. An update on each of the recommendations are given at the meeting with all added to the delivery plan for stop and search and activity underway to meet each.</p>

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			Work is in progress in all policing areas to set up a stop and search external scrutiny panel. This will be in addition to the oversight provided by the various IAG Panels.
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	Face to face visits resumed on 1st July and have been successfully running in all panel areas. New tablets have been issued to each custody suite and a new recording system is in place which is working well. This is also making a saving of £350 a month. The ICV scheme has seen a 24% increase in members this quarter and the diversity of the scheme continues to improve with 2 members who are students. Along with retirements and new recruits, the average age of volunteers has decreased in the last 12 months from 84 to 60. Panel meetings have also resumed and each panel have successfully held one this quarter. The Animal Welfare Scheme began on 30/09/2021 and we have had 1 successful visit so far.
D4	<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 	Refer to B1.1	Refer to 3.5, 1.2 & 2.1.2
D5	Working with partners to improve prevention and understanding of cyber crime, ensuring the strategy is fully implemented and emerging threats are tackled	(D5.1) Ensure the force implements its cyber strategy and supporting delivery plan	The force Cyber Crime Strategy has published and is supported by a delivery plan. Work continues to progress in all areas within the plan. The cyber team have recently held a series of meetings with representatives from the PCC's office to identify and discuss enhancements to the force's communications approach towards cyber protect, including a more joined up cross partner working. A Partnership Cyber Protect workshop is being planned for early in the New Year, facilitated through the West Mercia Cyber Crime Partnership.
		(D5.2) Develop and implement a work programme for the West Mercia Cyber Crime Partnership group in support of the West Mercia Cyber Strategy	The Cyber Crime Partnership Group last met in July 2021 when representatives from the Regional Cyber Security Centre provided an overview of its work. The group also reviewed the work of the regional and local cyber teams. The Partnership's focus remains to support the West Mercia Cyber Strategy with a focus on protect and prevent. The Partnership will be supporting the Cyber Protect Workshop planned for January.

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<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 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.</p> <p>The latest available (Q1) performance report for the Problem Solving hub (refer to B2.1) provides a summary of activity across the whole hub. Activity specifically undertaken by those responsible for rural and business in Q1 (April – June 2021) includes:</p> <p>Warranted officers:</p> <ul style="list-style-type: none"> • 355 visits to individuals and premises in rural communities • 366 visits to businesses • 85 partnership engagements • Over £70k of recovered items in conjunction with the use of WDBC covert assets • 31 wildlife crime offences dealt with <p>RABOS (the Herefordshire RABO post was vacant for Q1, but has now been filled):</p> <ul style="list-style-type: none"> • 36 referrals / signposts to other agencies • 54 crime reduction surveys completed • 31 Watch schemes created or promoted • 72 crime reduction initiatives implemented or promoted • 276 visits to businesses and farms including victims of crime
<p>D7</p>	<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 	<p>Refer to B2.1 & D6</p>	<p>Refer to B2.1 & D6</p>
<p>D8</p>	<p>I will continue to review, refine and invest in my Communications and Engagement strategy, to ensure I am acting on the views of our</p>	<p>(D8.1)Develop and implement a revised Communications and Engagement Strategy, supported by a comprehensive delivery plan</p>	<p>The C&E strategy has been drafted and will be reviewed by the PCC before being consulted on. The strategy supports the SWMP and its aims. A delivery plan will be created to support both communications and engagement.</p>

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	community including those of hard to reach and minority communities	(D8.2) Community Meet Your PCC Events	The PCC & DPCC attended a series of autumn events across West Mercia. This allowed them to engage with different communities and gather views on the Safer West Mercia Plan. A further series of community events will be held over the winter.
		(D8.3) Community newsletter	The main newsletter is still being issued monthly. Parish newsletters/articles have been sent out addressing certain subjects, such as encouraging areas to sign up to Smartwater or having their say on the SWMP consultation.
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.	The Ambassador scheme has ceased. Assistant PCCs will be taking their posts soon
		(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	As per previous quarter, the Superintendents continue to use their community pots for local projects
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.	For Q1 of 21/22, confidence stood at 83%, North Worcestershire (86%) saw the highest levels of confidence whilst Herefordshire saw the least (80%). Overall, confidence has declined over the last 12 month period from 87% in Q2 in 20/21 to 83% in Q1 21/22. The factors most affecting confidence levels includes reliability, being there when needed and responding to incidents quickly.

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		<p>(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</p>	<p>The team continues to carry out daily scanning of news and social media posts/comments. A monthly correspondence meeting also takes place. An advert has gone live for a Casework Officer.</p>
		<p>(D10.3) 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 domestic abuse statutory guidance, implementation of recommendations from HMICFRS's Hestia report on Modern Slavery and a national survey on General Powers of Competence for PCC's.</p>
		<p>(D10.4) Home and Dry water Safety Network and Campaign</p>	<p>Update to follow</p>
		<p>(D10.5) Roads focus campaign</p>	<p>No update on this campaign. Although there will be a focus on roads as part of the next series of community engagements.</p>
D11	<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 the police Support Volunteer Scheme</p>	<p>A podcast episode will be recorded focusing on this subject.</p>

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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 	<p>(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</p>	<p>The website 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>(D12.2) PCC's Holding to Account Programme</p>	<p>Since the last delivery plan update 2 formal holding to account (HTA) meetings have taken place. At the beginning of October the meeting centred on vulnerability with a focus on rape and sexual offences. At the end of October the performance meeting focused on Operational Control Centre (OCC) including the impact of an ICT outage in September. In addition to the programmed two virtual holding to account requests have been submitted on safer Neighbourhood Team abstractions and the national police helicopter service (NPAS). The HTA programme for the remainder of the year is subject to change following the delayed publication of the HMICFRS PEEL inspection report</p>
D13	<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>HMICFRS has concluded its inspection of West Mercia Police for its PEEL programme. A formal debrief will be given to the force at the end of November. Since conclusion of the inspection work, both the PCC and force have been notified of changes to the inspection methodology, which will change the scope of the final published report. In addition, the publication date for the West Mercia PEEL inspection report has been deferred by one month to February 2022. HMICFRS has published a number of inspection reports since the last report to Panel. These have addressed Fraud and Violence against Women & Girls. Work is ongoing to review the recommendations with in these reports.</p>