

**WEST MIDLANDS
POLICE AND CRIME
COMMISSIONER**

**POLICE AND CRIME
PLAN**

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1 Introduction

I have the privilege of being elected the first Police and Crime Commissioner in the West Midlands. I have the challenging role of ensuring that the 2.74 million people here in the West Midlands are served by an efficient and effective police force. West Midlands Police is the largest force outside London and is diverse and complex. The Force has a budget of more than £600m and employs 7,700 police officers and 3,800 police staff headed by the Chief Constable, Chris Sims QPM. This is certainly an area where policing is dynamic and demanding.

My Police and Crime Plan looks forward over the period of my office and sets out how I hope to meet my vision for all of us who live and work in the West Midlands : 'Pride in our Police'.

This plan sets out:

- my police and crime objectives
- the policing which the Chief Constable will provide
- the financial and other resources which I will provide to the Chief Constable to meet the Force's mission of 'Serving our communities, protecting them from harm'.
- How the Chief Constable will report to me on the provision of policing and how Force performance will be measured
- how I intend to make crime and disorder reduction grants to partners, without which the delivery of aspects of this plan would not be possible

I am keen that this plan captures the voice of the public on how priorities are developed and set. This cannot be done by simply relying on the next PCC election in 2016. I therefore intend to revise the plan every year to benefit from effective working with local partnerships, ongoing professional policing and financial advice and, most importantly, the views of the public. I want the police to reflect the strong sense of civic identity that exists in our local authority areas and in your neighbourhoods. The plan also reflects the development of the Force and the resources being employed to support operational policing.

As a major metropolitan force, West Midlands Police contributes heavily to the safety of the whole country not just the West Midlands. The Force provides national counter terrorism capability and a large proportion of operational assets that support UK policing at times of need. This plan details how the Chief Constable and I will ensure that we contribute to this strategic need.

Bob Jones West Midlands Police and Crime Commissioner

2 How the plan is created

This plan covers a range of factors. These are the:

- manifesto commitments of the Police and Crime Commissioner
- The assessment conducted by the Chief Constable which identifies the Force's strategic policing priorities, based upon knowledge held by the Force
- strategic assessments of community safety needs carried out by the community safety partnerships in Birmingham, Coventry, Dudley, Sandwell, Solihull, Walsall and Wolverhampton
- Strategic Policing Requirement which identifies national requirements set out by the Home Secretary to which both the Chief Constable and the Police and Crime Commissioner must have regard
- medium term financial prospects for the revenue and capital funding for West Midlands Police
- the views of local people, including victims of crime, making use of the work done by West Midlands Police Authority, public engagement during the Commissioner's election campaign and subsequent public engagement through the social media and a series of summits targeted at victims, business, young people, partners and trust and confidence issues

Making use of all the information available the plan sets objectives across the Commissioner's term of office. It will be refreshed each year to ensure it matches the public need and operational issues identified by the police and partners. The plan has West Midlands' wide outcomes and measures but will be built upon local plans for each of the local authorities within the Force area. In the future this will include the work carried out through local policing and crime boards, which was manifesto commitment of the Commissioner.

Prior to being finalised the plan is also reviewed and commented on by the West Midlands Police and Crime Panel. This is the body established under the Police Reform and Social Responsibility Act 2011 with a statutory role to support and review the work of the Commissioner. The Panel comprises twelve local councillors from across the seven local authorities together with two independent members.

The sections that follow in this plan set out the detailed activities that will be undertaken by the Force, together with the milestones they are expected to achieve. This activity is intended to achieve the Commissioner's vision that all that work and live in the West Midlands will have 'Pride in our Police'.

Progress towards ownership of the service by those to whom it is delivered will be supported by five police and crime objectives:

- Improving public confidence in policing

- Creating stronger partnerships
- Developing greater local identity across the West Midlands
- Demonstrating the Force's commitment to social responsibility
- Delivering better value for money

The second aspect of the 'Pride in our Police' vision is to recognise the importance of improved delivery of policing services. This ambition will also be underpinned by five further objectives:

- Reducing crime and offending
- Better protecting people from harm
- Improving the service the public receive from the police
- Supporting stronger communities
- Ensuring a more effective contribution to national policing

Diagram 1 shows how these ten supporting aims contribute to the delivery of the vision. The vision will be delivered through close working between the Chief Constable and the Commissioner for the benefit of the people of the West Midlands.

West Midlands Police and Crime Commissioner's Strategic Outcomes Framework (Diagram 1)



3 The Police and Crime Objectives

3.1 Improving public confidence in policing

West Midlands Police has a good level of confidence from the communities it serves, but on national comparisons it is below that of similar forces¹. However, survey work conducted by the Force does show that satisfaction is high for those who make use of Force services, in fact higher than other forces. The Commissioner and the Force are keen to better understand this complex picture. To achieve this substantial changes have been made to the confidence survey “Feeling the Difference”². These changes have allowed greater analysis at partnership and neighbourhood level and thus will help enable greater understanding of why, for example, people from black and minority ethnic (BME) communities are less likely to feel that relations between the police and people in their neighbourhood are good. This is the first, baseline year measuring public confidence in this way and therefore no targets have been set for 2013-2014.

The survey results allow neighbourhood teams and other locally delivered policing to focus on public confidence from a local view. To this end the Force is carrying out evidence based research in a small number of areas to better understand drivers for change.

There is evidence that national issues can adversely affect local confidence. Therefore untrue or unrelated issues targeted at the Force will be challenged and the many positive achievements of West Midlands Police highlighted. The Commissioner and the Force, however, do acknowledge that some national concerns are associated with specific West Midlands issues and as such they will be treated with transparency and honesty and used to enhance service delivery in areas such as places of safety, safer detention and counter-terrorism oversight.

Both the Chief Constable and the Commissioner are aware there are some issues of policing that have a disproportionate impact on levels of confidence such as the use of stop and search powers which have been a source of tension between the police and, in particular, black and minority ethnic members of the community. The Force recently received a positive report following an inspection by Her Majesty’s Inspector of Constabulary (HMIC) on this area of policing but wants to strengthen its

¹ “Most Similar Forces” (MSF) are defined by the Home Office by comparing several data sets including demographics, crime levels and economic factors. Forces in West Midlands MSF group are Cleveland, Greater Manchester Police, Merseyside, Northumbria, West Yorkshire.

² Feeling the Difference is West Midlands Police’s public perception survey. The survey is conducted in 2 waves per year, encompassing 16,800 interviewees.

knowledge and understanding that communities have on this issue. This will be monitored through the development of new oversight arrangements for stop and search.

The Commissioner seeks to encourage a diverse workforce that reflects the communities he serves and aims to be sensitive towards the needs of individuals through the delivery of policing services. The Commissioner will, in fulfilling his role, be ensuring that both the Chief Constable and he meet the public sector equalities duty and the provisions of the Human Rights Act 1998.

The Commissioner is committed to a strong and effective Professional Standards Department recognising its key role in trust and confidence. The Commissioner believes that an effective Professional Standards Department results in early resolution at Force level of issues raised by the public. The Department has a pivotal role in issue of integrity and raising standards within the Force. The Commissioner will ensure public scrutiny of this key aspect of the police service through his Strategic Police and Crime Board. The Commissioner is concerned that the proposal by the Home Secretary to take resource from local forces to the centre risks the effectiveness of the Department and will be making representations to this effect to the Home Office.

Milestones and Deliverables for 2013-14:

- **Increase confidence in policing**
- **Identify aspects of policing that have an adverse impact on confidence, and establish ways to overcome such barriers.**
- **Analyse hate crime to better understand religious and racially aggravated offences, for example islamophobia.**

3.2 Creating stronger partnerships

Since 2010 the Force has been organised along local authority boundaries and is working hard to strengthen this with health structures and local enterprise partnerships. The Force will also look at opportunities that may emerge from the Government's City Deal initiative³.

It is recognised that financial pressures significantly drive the need to work in partnership with other agencies. Formally, through areas such as community budgets and, less formally, through early discussions about commissioning of services, there is a willingness within the Force to think beyond the boundaries of existing budgets. This is becoming particularly critical on health issues where it is essential that there is full engagement with Health and Wellbeing Boards.

The Commissioner has responsibilities that include contributing to the efficiency and effectiveness of the criminal justice system. Criminal justice partners are experiencing rapid change with the consolidation of the Crown Prosecution Service (CPS) and Courts Service, and the plans to introduce competition to much of the Probation Service. The fruitful partnership with the Probation Service on offender management must not be damaged during this process. The Commissioner has responded to the Ministry of Justice voicing his concerns about the risks associated with a profit motive driving this important aspect of the criminal justice system.

Through this plan there is a need to ensure that collaborative arrangements with other police forces pay dividends. West Midlands Police is sharing developments on uniformed operations and criminal justice with its strategic partner, Staffordshire Police. This builds on the collaboration around Information and Communication Technology (ICT) and Legal Services that already exists.

The Central Motorway Policing Group (CMPG) is a flagship regional project in the West Midlands. There are plans to extend collaboration among the four regional forces to other key areas supporting the fight against serious and organised crime. This will enable the four forces to work efficiently with the National Crime Agency.

West Midlands Police is part of the Safer Travel Partnership which aims to ensure passengers travel safely throughout the force area. Next year the Commissioner plans to discuss, with all local transport partners, the joint benefits of a cohesive local transport strategy to make public transport even safer.

The majority of drugs, crime and community safety funding that the Home Office provides ends at the end of the 2012/13 financial year and moves to the

³ City Deals are part of the Government's objectives to give cities the powers and tools they need to drive local economic growth.

Commissioner. The Commissioner has given a commitment to “passport” this funding to community safety partnerships, subject to the establishment of local policing and crime boards. It is proposed that the 2013/14 passported allocations should be proportionate to current funding levels as shown in Table 1.

District	£	%
Birmingham	2,497,583	48
Coventry	546,304	11
Sandwell	530,190	10
Wolverhampton	492,495	9
Dudley	396,364	8
Walsall	402,203	8
Solihull	285,938	6
Total	5,151,077	100

Table 1

In addition to the funding detailed in Table 1, the Commissioner will use £350,000 of his reserves to support partnerships on an invest-to-save basis. Partnerships will need to bid against this funding pot.

The Commissioner also operates a Community Initiatives Fund, set at £25,000 for 2013-14, by which financial assistance can be provided to community based initiatives. Such initiatives must contribute towards the Commissioner’s objectives or those set out in any local policing and crime plans.

From April 2014 the Commissioner will have responsibility for payments to organisations that support work associated with the victims of crime. In preparation for this the Commissioner will undertake an analysis of how the needs of victims are met to ensure that commissioning of victims services from April 2014 can satisfy the priorities of victims. In addition the Commissioner will work with partners to support victims as they play their role in the criminal justice system.

Deliverables and Milestones for 2013-14:

- **Allocate funding to partnerships to tackle local policing and crime problems**
- **Increase engagement with each Health and Wellbeing Board across the seven local authority areas**

- **Explore opportunities to improve the response to serious and organised crime in collaboration with regional forces and the National Crime Agency**
- **Reduce reoffending of criminals through partnership working**

3.3 Developing greater local identity across the West Midlands

West Midlands Police is unusual in that its local operational boundaries are not widely recognised by residents whose affinity is more likely to be with the towns and cities of the region. The local policing unit model recognises this issue and gives considerable autonomy to the management of local policing.

The establishment of community led local policing and crime boards at local authority level will build on this model and encourage politicians, community representatives, partners and the public to come together to better understand local policing and influence the way policing is delivered. Associated with this are early efforts to ensure that the process that sits behind this plan builds upwards from consultation with all areas of the community. The Commissioner has a commitment to listen to the views of the public and to understand how the public wish to express their views. A number of summits have been held giving the opportunity for sectors, including business, victims and young people to influence the structures for ongoing engagement and consultation.

Locally developed policing plans will drive local policing work and shape the way that force level resources are used. This planning process and the local police and crime boards that support it will be further developed in the coming year.

Deliverables and Milestones for 2013-14

- **Work with local partnerships to establish local policing and crime boards in each of the seven local authority areas**

3.4 Delivering better value for money

Policing in the West Midlands is funded by a mixture of central grant allocated by the Government and locally raised taxation. For many years the use of damping on the funding formula used by Government to allocate money to policing areas has resulted in a failure to recognise the real needs within the West Midlands with successive years of underfunding. Over the last 8 years more than £300m of funding that should have come to the West Midlands has been allocated to other forces through application of this unfair funding formula.

The previous Police Authority lobbied hard on this point, and this has been refreshed through the Commissioner's Campaign, Fair Deal for Policing which will continue to seek a fairer funding settlement for the West Midlands. Early indications from the Home Office suggest that police funding will be reviewed in the future and this may present an opportunity to rebalance the current situation.

Despite the unfair funding, the Force has worked hard to deliver high quality services and good value for money for local taxpayers. The last three budgets have delivered over £100m of savings as part of the need to save £126m, or 20%, by 2014/15. These savings have been predominantly targeted on non-front line services, freeing up resource for operational policing services. However as savings are realised the ability to continue to protect front line services will reduce.

The West Midlands Police area has the second lowest council tax in the country. The 2012/13 Band D charge of £99.45 compares to an average across similar metropolitan forces of £129.34, and an average across other forces in the West Midlands region of £171.47.

2013/14 Budget

The proposed net revenue budget for 2013/14 is £559m. This includes a 3% increase in the police precept which is in line with inflation and represents an increase of around 5p per week for the average taxpayer. This extra money will create, together with a match funded amount from reserves, 100 new police staff posts so that police officers can be freed up for front line duties, along with recruitment of 50 police community support officers (PCSOs) and a similar number of special constables.

The 2013/14 budget package also includes savings in excess of £20m that have been achieved in current budgets. The budgeted spend for 2013/14 is shown in Tables 2 and 3:

2013/14 Spending	£'000	% of total
Police officers	390,340	69.9%
Police staff	102,953	18.4%
PCSO	20,971	3.8%
Sub total - staffing	514,264	92.0%
Running costs	101,444	18.2%
Income	-58,801	-10.5%
Police Force Total	556,907	99.7%
Office of the PCC	1,884	0.3%
Total Spending	558,791	100.0%

Table 2

2013/14 Funding	£'000	% of total
Government grant	491,782	88.0%
Council tax	65,009	11.6%
Reserves	2,000	0.4%
Total Funding	558,791	100.0%

Table 3

Medium term prospects

Most public sector bodies have faced severe budget reductions over the last two years, and all indications suggest this will remain into the medium term. Only limited information is available at the time this plan was agreed so it is hard to be specific, but it's reasonable to assume budget reductions of around £20m - £25m per year will become the norm.

This will require a new approach to resource management and value for money while looking to improve services at a reduced cost. The key workstreams to deliver this are:

- Implement invest to save schemes that mean more efficient working practices
- Develop people who are capable and effective in their jobs.
- Improve productivity of staff and assets

Invest-to-save schemes

There is a need to invest in the key infrastructure of the Force to enable more efficient and effective working practices particularly in estates and ICT. Key areas for investment include:

- New, more efficient custody blocks to replace smaller local policing unit (LPU) based cells. This will cut costs and allow more standardised and resilient working practices.
- Rationalisation of expensive administration estate in central Birmingham into smaller, more flexible modern working environments that support flexible and agile working.
- Significant improvements to call handling by centralising non-emergency call handling from eleven to two hubs, supported by enhanced ICT
- Investment in ICT that enable innovation and the capability and capacity to successfully deliver significant change and a step-change in outcomes.
- Develop a Shared Services Centre to manage transactional processes in a more efficient and effective way.
- Reviewing local police bases to ensure a balance between what can be afforded and the role buildings play in making communities feel safe locally. Any proposals will be consulted thoroughly and no changes will be made unless it can be demonstrated how service will be maintained but from a different location.
- Investment in cost effective, low carbon vehicles and appropriate vehicle management systems to reduce running costs and improve driving standards.
- Introducing new ways of working, including video conferencing, electronic file build and other paperless systems to reduce running costs and enhance flexibility and service delivery.

Capable and effective staff

This theme concerns how people in the organisation are developed and supported to ensure they have the skills needed to perform their roles effectively and how they are provided with the environment needed to develop. Key objectives include:

- Developing a formal succession plan, identifying the arrangements for key operational & leadership roles.
- Establishing a talent management framework for staff, to ensure the Force remains resilient in service delivery.
- Developing a workforce engagement programme which makes the most of officers and staff expertise in improving policing.
- Establishing a policy and framework which enables line managers and peers to recognise individual & team contribution, through recognition and appreciation.
- Progressing ways to ensure the workforce is representative, at all levels of the communities served.
- Taking forward work with local communities to encourage future applicants to join the Force as, police staff and/or the Special Constabulary.
- Developing options to allow individuals more flexible working hours, patterns and locations, linked to organisational requirements and development of technology and estates strategies.

Productivity of staff and assets

Recognising the Force will continue to work within tight financial constraints, this theme addresses the need to continually review how the organisation works and develops cultures which encourage productivity and contributions from staff. . Key objectives include:

- Implementing a workforce modernisation programme which allows the release of police officers to operational roles which specifically require police powers.
- Reducing the number of supervisory ranks and police staff managerial levels, to maximise operational resources available, within an environment which gives them more discretion and opportunities to improve front line services.
- Developing a leadership culture which recognises excellent contributions and addresses performance and productivity issues in the workplace.
- Improving force resource management systems to achieve a closer match between demand and availability of resources, including people, fleet and estates.

- Developing resource allocation models used to support deployment across neighbourhood, response, and specialist functions.
- Developing performance processes that enable ongoing productivity and a service improvement focus.

Deliverables and Milestones for 2013-14

- **Implement Invest-to-save schemes that enable more efficient working practices**
- **Develop people who are capable and effective in delivering their roles**
- **Improve productivity of staff and assets**
- **Improve the diversity of throughout the Force through the recruitment and progression processes**

3.5 Demonstrating the Force's commitment to social responsibility

The Commissioner is committed to West Midlands Police, a respected local organisation comprising 12,000 people, playing its full role in the development of local communities.

There is a clear intention to significantly enhance the delivery of the outcomes in this plan by integrating social and environmental factors into the way the Force works. For example, the adoption of 'green' policies; closer engagement with the voluntary sector; supporting local employment and ensuring local suppliers are not disadvantaged. This will be underpinned by new ideas, innovation and drawing on best practice. The Commissioner will be conducting a public consultation on his approach to procurement to ensure that he contributes to the economic wellbeing of the area.

In addition, working with the public sector, third and private sector partners will be explored to see how they could assist the Force meeting its ambitions. New opportunities for partnerships, for instance the Local Economic Partnerships and City Deal, may have a significant part to play in helping the Force to achieve required outcomes. Similarly, innovative funding models such as Social Impact Bonds may present opportunities.

The changes will encompass every aspect of the Force, from the way resources are managed and allocated, the way it interacts with the community it serves, the way police officers and police staff are engaged and the way information is used to support new methods of working. The creation of an effective, fit for purpose ICT infrastructure underpins all of this.

Those who directly access the policing service and those who indirectly engage with policing will be provided with wider choice, bespoke service delivery and greater consistency and reliability. The systems created through this process will enable an extended relationship to be formed with members of the public. For example, through improved systems it will be possible to have a better understanding of those who call the police and for the right response to be delivered.

The people who work within West Midlands Police have an important role to play in helping to support community initiatives where possible.

Deliverables and Milestones for 2013-14:

- **Introduce a fleet of 'green' cars that are efficient and are better for the environment**
- **Consult on the procurement strategy to influence the economic well-being of the area**
- **Increase the involvement and work with voluntary, third sector and community partnerships in priority areas helping to keep crime down.**

3.6 Reduce crime and offending

Local policing unit plans will help identify local issues through community engagement. Local plans will be based upon local joint strategic assessments between the police and partners and reflect public concerns. This overarching plan will seek to reduce overall crime but will also look to reflect local concerns and those from the main strategic assessment to focus annual activity. Cutting crime requires a long term approach to reducing offending.

How are things now?

The Force has made major reductions already in crime over the last two years, with some of the biggest reductions in total crime in the country. Diagram 2 shows the overall rates of crime in the West Midlands compared to those forces that the Government regards as most similar to the West Midlands.

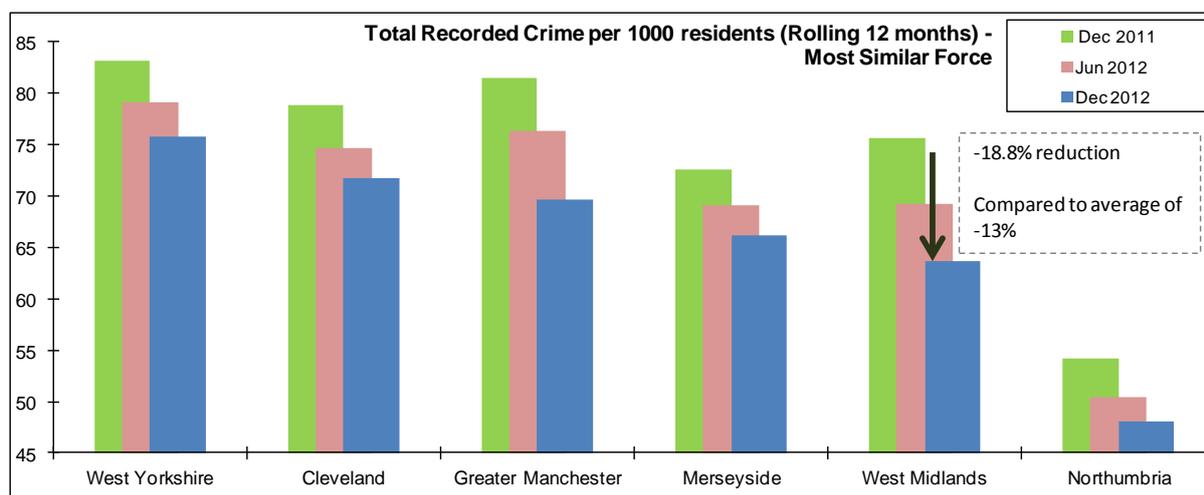


Diagram 2

Within this overall level of crime, some types of crime remain a major concern to victims. House burglary is one of the most invasive crimes and is frequently raised as a local priority. Violent crime has a profound impact upon victims and there is a need to ensure it is reduced. The Force has been concentrating on reducing crime in the highest crime neighbourhoods and it intends to reduce crime in these areas at a faster rate than the rest of the force. West Midlands Police will also be responsive to changing trends in crime, for example metal theft, where Operation Steel has seen major successes.

The Force has generally a lower detection rate than other forces. Although not specifically mentioned in this plan, it will continue to measure detections with these being scrutinised by the Commissioner. Detection rates measure a number of types of disposals- that is how an offence is dealt with - but they are not an accurate measure of who the police catch. West Midlands Police do not make substantial use

of offences taken into consideration (TICs) which are when offenders admit to other offences after charge for a crime as there are risks with this and it has a limited impact on the punishment an offender receives.

The Force makes considerable use of community resolutions and restorative justice approaches which are far more effective in stopping further offending. These measures do not count in detection rates. The Government is proposing to broaden the range of disposals the police have recorded at national level and therefore detection rate measures will not be published within in the plan. The focus is on reducing crime.

Deliverables and Milestones for 2013-14:

- **Reduce overall crime by 5%.**
- **Reduce violent crime where injury is caused by 8%.**
- **Reduce burglary by 8%.**
- **Reduce crime in high crime priority areas by 7%**
- **Support local and national projects aimed at understanding which interventions are effective at reducing low level offending.**

3.7 Better protecting people from harm

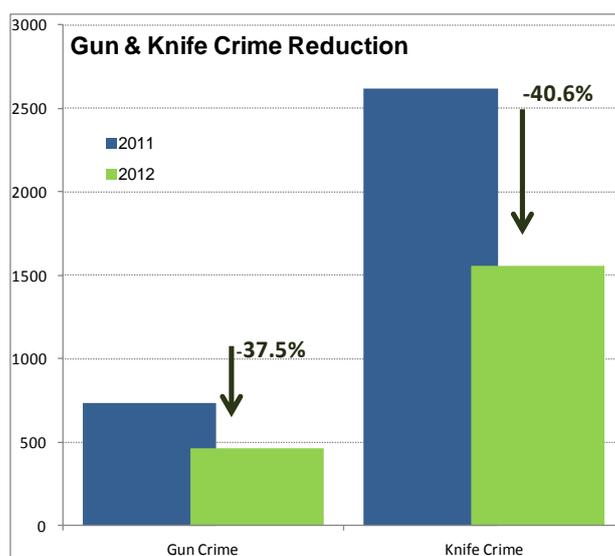
A great deal of police work relates to important areas like safeguarding children and young people and protecting people from domestic abuse and hate crime. The latter being an area of particular commitment for the Commissioner. Gangs and organised crime can have a serious impact on local communities, sometimes in a way not directly seen by the wider public. The police are an important co-ordinator in times of civil emergency. The riots in 2011 demonstrated the important protection role the police have in preventing disorder. The Force will need to be in a position to respond to these sorts of threats in the future.

Alcohol fuelled violence and abuse can cause harm to individuals and communities. The Force will work with licensing authorities to help create a safe and sociable entertainment environment within our towns and cities. Work will also take place with partners, in particular those with a safeguarding responsibility, to reduce vulnerability caused by the excessive use of alcohol.

The Strategic Policing Requirement (SPR) expects the Chief Constable and the Commissioner to meet not only local needs but also retain capability to meet national requirements. Cyber crime, where criminals make use of technology in their criminal activity, is a relatively new threat that will need co-operation between the National Crime Agency and the Force to protect local residents and businesses. The SPR is addressed at section 3.10.

How are things now?

The force has made significant progress tackling gangs and organised crime and major reductions have been made in gun and knife crime as shown in Diagram 3 below. Work in this area will continue with partnerships and other organisations.



Drug misuse remains a significant concern in communities and the outstanding “No Deal” programme⁴ has seen real improvements in people’s lives by reducing drug markets in the area and depriving criminals of their cash. The Children’s Commissioner’s Report⁵ and the Savile case has ensured the spotlight has been placed upon the exploitation of the vulnerable and the Force will be proactive in seeking out specific risks that may exist relating to women and young children.

The Force Public Protection Unit is a specialist team of officers and staff dedicated to the investigation of child abuse, rape and serious sexual offences, high risk domestic abuse, vulnerable adult abuse and the management of registered sexual offenders. They also provide specialist safeguarding services. The team deliver a high quality service to victims, improving trust and confidence while identifying, tracking down and prosecuting offenders. The investigation of child sexual exploitation is dealt with by an expert team that works directly with local policing units (LPUs) to safeguard children and young people.

There are opportunities to increase current partnership working to support victims of domestic abuse, and to identify and target serial domestic abuse offenders through robust offender management. Such partnership working will also be used to address other difficult crime types such as female genital mutilation, forced marriages and elder abuse. The Force will continue to work closely with local authority colleagues, in particular Birmingham, to address the counter-terrorism threat, recognising their invaluable contribution in delivering the Prevent agenda. The Commissioner will build on the work of the predecessor Police Authority in its work to oversee the use of specific powers under counter-terrorism legislation.

Deliverables and Milestones for 2013-14:

- **Reduce the harm caused by gangs and organised crime groups by continuing to target them**
- **Reduce the harm caused by terrorism by continuing to target them under the local and national strategy**

⁴ “No Deal” is Birmingham East’s long-term partnership strategy aimed at impacting upon the harm associated with the use and supply of drugs.

⁵ The Office of the Children’s Commissioner is undertaking a two-year Inquiry into Child Sexual Exploitation in Gangs and Groups (CSEGG). The Inquiry interim report was published on 21 November 2012.

- **Carry out activity to understand in more detail the extent of people trafficking within the West Midlands and to maintain vigilance around child sexual exploitation.**
- **Develop a force strategy to tackle drug dealing, drug use and cannabis farming.**
- **Reduce the harm to vulnerable victims caused by domestic abuse.**
- **Work with safeguarding partners to improve the outcomes for vulnerable people**

3.7 Improving the service the public receive from the police

People who use West Midlands Police services have higher levels of satisfaction than most forces in the country, including almost every Metropolitan force. The Chief Constable and the Commissioner aspire to further improve levels of satisfaction through the Force’s change programme, particularly for victims and witnesses.

How are things now?

Anti-social behaviour is consistently raised as a concern by the public and this is reflected in the seven local community safety strategies and the Force’s own strategic assessment. The Force significantly improved satisfaction levels in dealing with crime and anti-social behaviour (ASB) from 76.9% in 2011-12 to 79.1% at the end of February 2013. West Midlands Police is currently the third best performer in its most similar group of forces as indicated in Diagram 4.

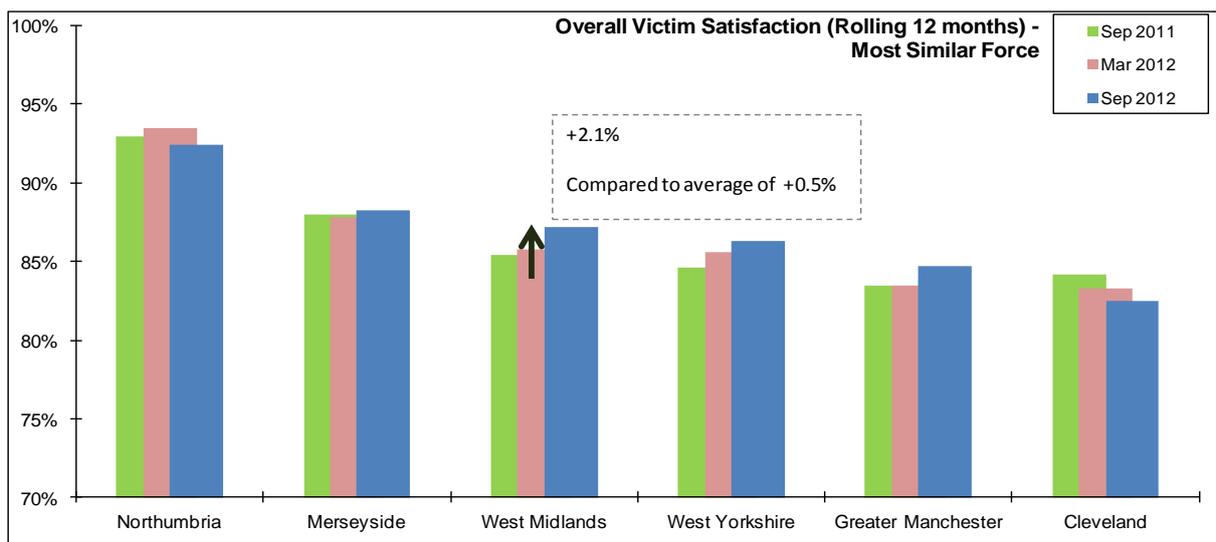


Diagram 4

The Force carries out extensive surveys to test its services in this area and has recently carried out a more strategic piece of ‘customer journey’ mapping to look in detail at the experience of victims, witnesses and callers so changes can be made to services. All performance is regularly reviewed by the Force. The Commissioner’s first summit concerned victims as he wants to look at how they can be supported in the justice system.

Deliverables and Milestones for 2013-14:

- **Increase satisfaction with services provided relating to crimes**
- **Increase satisfaction with services provided relating to ASB**
- **Implement a customer services strategy drawing from the Victims Summit⁶ and the Customer Journey⁷ to deliver further improvements.**
- **Develop strategies to reduce repeat victims of crime and anti-social behaviour.**

⁶ "Victims Should Come First" - Victims Summit (11 January 2013). The Victims Summit was the first in a series of summits arranged by the Police and Crime Commissioner, focusing on the needs and experiences of victims of crime, listening to victims' groups so that services can be built around meeting victims' needs.

⁷ The aim of the Customer Journey project is to look at the fundamental service design from the point of view of meeting customer needs and expectations, while keeping in view statutory obligations and cost effectiveness.

3.8 Supporting stronger communities

Effective policing and a feel of community safety helps communities flourish. The communities of the West Midlands are experiencing significant demographic change and policing needs to match current and future requirements. The police have an important role with partners to support community cohesion. Some people or communities can generate disproportionate demand so the plan will ensure that exploratory work on how excessive demand can be reduced, through work on issues like troubled families.

A vibrant economy is partly about ensuring business crime continues to fall and the plan will support this at an operational level. More strategically the Force and the Commissioner will want to play a part in programmes under the City Deal and through Local Enterprise Partnerships. The Commissioner will support the local economy through policing services and community safety funds, particularly the community and voluntary sectors.

Most crime starts and finishes in local a neighbourhood which is why the Force is focused on local neighbourhood policing. Neighbourhoods have a variety of different needs and each has a local policing team that understands the local area and tackles local problems.

Within neighbourhoods, police community support officers and special constables work with police officers to help reassure the public, increase visibility and to make the West Midlands a safer place.

How are things now?

Business crime has fallen this year 17.5% at the end of February 2013 when compared to the same period in the previous year. In collaboration with the British Transport Police and Centro partners, the Safer Travel Partnership has reduced crime and anti-social behaviour on the West Midlands' transport system. Further consultation with these partners will ensure this work continues. The Commissioner and the Force will also work with partner agencies to investigate available data to more fully understand the perceptions of public transport passengers regarding their personal safety. The Force is working closely with local authorities on their Troubled Families programmes.

Deliverables and Milestones for 2013-14:

- **Reduce business crime by 6%**
- **Work with our partners to further reduce crime on the transport system**

- **Strengthen the ability to work with partners on the Troubled Families programme.**
- **Review police community support officers' powers and deployment.**
- **Safer Travel Plan agreed with key partners**

3.9 Ensure an effective contribution to national policing

The Strategic Policing Requirement, introduced by the Home Secretary in July 2012, requires that, the Commissioner and the Chief Constable ensures that the Force has the right capacity and capability to address these nationally important threats:

- Terrorism
- Civil emergencies
- Organised crime
- Public order and public safety
- Large scale cyber incidents

These threats to national security, public safety, public order and public confidence have the potential to not only affect the communities here in the West Midlands but may also require joint working with other forces and other agencies as part of a national response. To enable this, the Commissioner and the Chief Constable have to make sure that West Midlands Police can communicate with other agencies and that the activities carried out are consistent, well connected and that equipment and practices become standardised across the country.

How are things now?

The Force, through the 2012 Strategic Policing Requirement Assessment, has reviewed its ability to respond to these threats. It has identified that by working with partners and national agencies there is sufficient capacity and capability to address local requirements, whilst also providing vital support to other forces and meeting its national obligations as the second largest force in the country.

Deliverables and Milestones for 2013-14:

- **Ensure West Midlands Police has appropriate capacity and capability to support the five components of the Strategic Policing Requirement; terrorism, other civil emergencies, organised crime, public order, and large scale cyber incidents.**

4 New operating model

West Midlands Police is facing up to its twin challenge of improving its service together whilst meeting the challenge of reduced budgets. The Commissioner and Chief Constable do not accept that a reduction in budget necessarily means reductions in service. The last two years have shown that the Force can meet big budget reductions and still improve.

It does mean that how the Force works will have to alter dramatically. Simply being more efficient now will not deliver sufficient savings or improvements in the coming years. However, changing how the Force works is complex and will take place over a number of years and so a new operating model will be developed that can meet public expectations and the need to work with fewer resources.

The core of this work is about moving from being reactive to being predictive and intervening early to stop things happening. Traditionally the police came when something happened and work was about responding and investigating. The Force has already started to move away from this.

The new model that is emerging deliberately takes a more pre-emptive stance, seeking “up-stream” interventions that reduce crime and demand for a policing response. This approach places an even higher premium on partnership working as other agencies often have a greater ability to impact on the issues that cause crime and drive policing demand and pooling information helps address problems more effectively.

The tactical thinking that underpins the new model is not in itself new, what has changed, however, are three factors:

Firstly, the growing depth of partner relationships which allows more information to be exchanged and, through tasking processes, to be translated into shared activity.

Secondly, technical advances are supporting the better processing and analysis of information.

Finally, there is no doubt that West Midlands Police is becoming more confident and professional in exploring which practices are the most effective. This is leading to the growing use of externally supported research projects, which through the application of scientific methodology is validating the knowledge base of “what works”.

The key tactical approaches involve places, people and vulnerability.

It is a fact that 6% of the force area generates 25% of demand for policing. By policing these areas identified as a priority in an intensive and imaginative manner and by working to understand the needs of communities and partners, significant

progress can be made to further reduce harm and risk for all the communities of the West Midlands.

A similar story of disproportionality exists in terms of people. The Force has made great strides in its approach to offender management. A proven means of assessment has been developed in Wolverhampton and rolled out across the force. Allied to an increase in resources, the integrated offender management programme is probably the most important factor in reducing crime in the West Midlands than elsewhere. A small number of people generate huge amounts of crime; the Force needs to be adept at managing them.

Clear tactics are being developed for offending groups. The work on gang members described elsewhere in the plan is producing community and multi- agency responses to an issue that has blighted the West Midlands. Another example is the Trouble Families initiative which is fully supported by West Midlands Police across the seven local authority areas and provides intensive support and interventions in families where crime is often a key issue.

Understanding patterns of vulnerability is also important. For example, Operation Swordfish uses proven statistical methodology to assess the likelihood of being a victim of burglary and offers a package of interventions.

This is a powerful tactic in its own right but by overlaying issues of place, offender cohort and victim, it is foreseen that sustainable interventions, involving police and partners, can be undertaken.

As well as embracing new tactics, the operating model must be flexible to address long term shifts in demand. To a large extent, the policing agenda since the 1980s was dominated by acquisitive crime. Many factors, including good policing, have reversed that trend. Similarly, the emphasis on violent crime was often on offences committed in public places.

Relative success in these areas has drawn strategic focus onto crimes that have long existed but have been consistently underreported. Domestic abuse, sexual offences and issues of child protection largely occur in private, away from patrolling police officers. They, nevertheless, are a growing cause of concern, not just to the victims but to whole communities.

West Midlands Police is responding by further developing its specialist Public Protection Unit (PPU) and by strengthening its relationships with critical partners. The operating model must respond to the challenges.

5 Strategic change

For the lifetime of this plan, West Midlands Police will be operating in a dynamic environment with high public expectations and a continually reducing budget. If the vision is to be attained West Midlands Police, as an organisation, will have to undergo radical change.

Diagram 5 below provides a framework for how the change process will operate. It shows the mission of West Midlands Police is continuing to be the drive to protect and serve communities and with that creating a request for the operating model to change in the way described in the previous section. The details of delivery of the change programme are covered in Section 3.

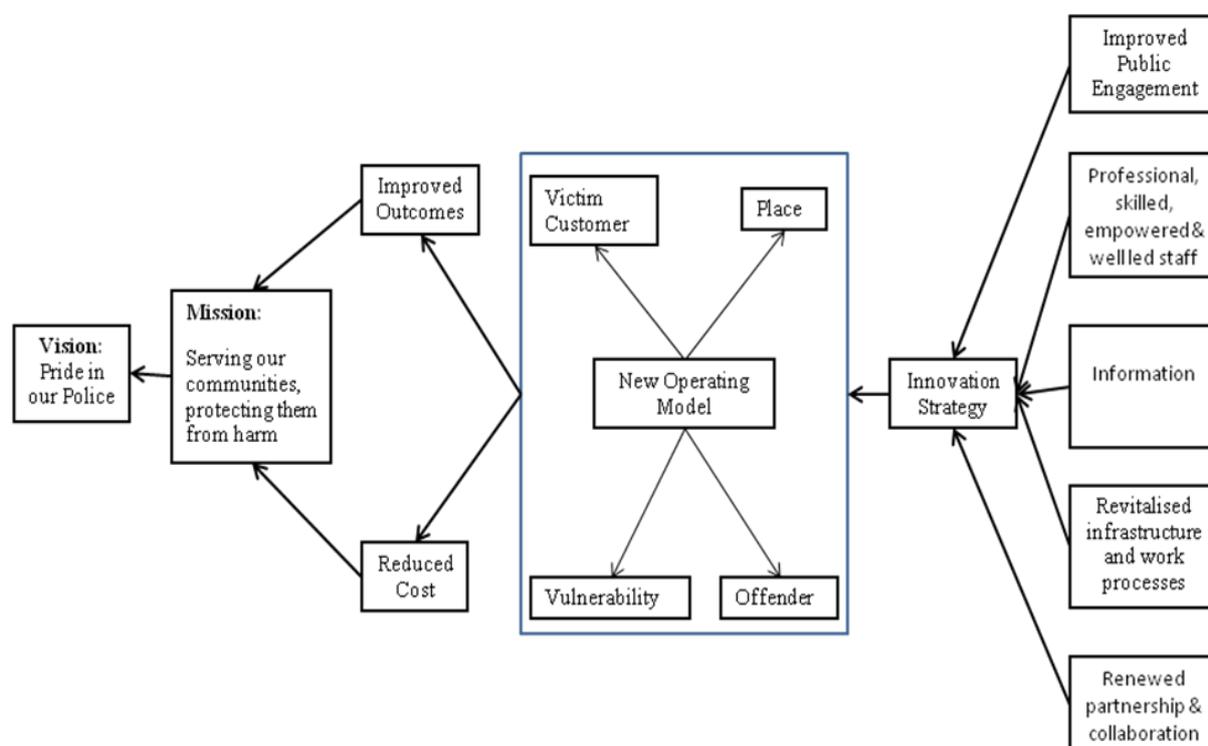


Diagram 5

The need to innovate is very strong and must happen at a pace to ensure that West Midlands Police continues to improve its service as its workforce declines. Creating a more innovative environment involves working more closely with academic institutions and partners in the private and public sector as well as making more of the creative talent within West Midlands Police.

Technology sits at the very heart of the radical changes that need to be made. Following considerable ground work by the Technology Taskforce commissioned by the Commissioner, it has been concluded that the only way of progressing is to work with a partner to radically modernise the Force's use of technology with the aim of improving the service to the public.

Five key areas have been identified that will enable that change to take place by:

Community and Customer Insight

Increasing and systemising the information obtained from the public through consultation, survey work and customer journey research.

Information

Gathering, managing and responding through the better use of information.

People

Empowering and better developing the people who work with the organisation and by improving the leadership and climate of discretion in which they operate.

Infrastructure

Developing new ways of working which addresses the estate, technology and equipment used.

Collaboration

Working more effectively with partners, being prepared to challenge current organisational boundaries

6 Accountability

How the Force will be held to account

The Commissioner will use a range of methods to hold the Force to account for its performance. The principle vehicle will be the work that he conducts through his Strategic Policing and Crime Board. The purpose of the Board is to ensure the Commissioner is able to effectively engage and represent all areas of the West Midlands and to support the Commissioner in his role of ensuring an efficient and effective police service for the West Midlands through the setting of the strategic direction for the Force and holding the Chief Constable to account for the exercise of his functions.

The Board will comprise 9 members, including the Commissioner, the Deputy Police and Crime Commissioner (DPCC), 3 Assistant Police and Crime Commissioners (APCCs) and 4 Non-executive Board members. In establishing the Board, the Commissioner has considered the best of both private and public sector governance arrangements.

Each of the three Assistant Police and Crime Commissioners will have geographic responsibilities for two local authority areas which, with the Deputy Police and Crime Commissioner's responsibilities for Birmingham, will ensure that the Commissioner is able to be represented in each of the seven local authority areas. Their role is key to engagement with local people in addition to representing the Commissioner on partnership structures.

The non-executive members of the Board will, alongside two other appointments made jointly by the Chief Constable and the Commissioner, form the statutorily required Audit Committee. The work of this Committee will equally play a role in holding the Force to account.

The Strategic Policing and Crime Board will meet in public on a monthly basis. The principal terms of reference for the Board are to:

- Maintain an overview of the implementation of the Commissioner's manifesto in order to ensure consistency in approach but having regard to the differing needs in the West Midlands
- Monitor the implementation and achievement of the Police and Crime Plan and support the Commissioner in any work required to vary the plan during his term of office
- Scrutinise, support and challenge the overall performance of the Force including the priorities agreed within the plan
- Advise the Commissioner in exercising his functions in setting the budget and precept

- Ensure the effective working of arrangements for consulting with and engaging local residents, communities and victims of crime
- Ensure effective working with the local policing and crime boards and advise the Commissioner on their effectiveness in achieving the outcomes from his award of crime and disorder reduction grants.
- To advise and support the Commissioner in his decision making role and in holding the Chief Constable to account
- Support the Commissioner more generally to fulfil his statutory duties, including equalities and human rights obligations.

The Board will require regular reports from the Force on crime performance and performance against the objectives in this plan together with finance, professional standards and complaints and personnel issues. This will ensure that not only will be the milestones set in this plan be monitored but the Commissioner will be able to ensure that he holds the Chief Constable to account across his responsibilities. The Commissioner will also use the Board to put into the public domain information about the performance of his own office. The Commissioner is exploring the webcasting of the Board.

In addition to the formal Board meetings, the Commissioner will meet regularly with the Chief Constable and other members of the Force's senior team. The Commissioner welcomes support and advice from West Midlands Police and Crime Panel and hopes to be able to work with the Panel in his decision making. The Commissioner is also supported by his own professional advisers in the roles fulfilled by his Chief Executive and Chief Financial Officer.

The Commissioner also ensures that he spends times with the public, meeting and engaging with a wide range of individuals and groups from across the West Midlands, listening to what people say about the service they receive and what services they wish to receive into the future. Recognising the scale of the West Midlands the Commissioner is also making use of social media. He can be followed on Twitter @WestMidsPCC and Facebook www.facebook.com/WestMidsPCC

The Commissioner has a commitment to openness and transparency in his work and you will find wide range of information is also available at www.westmidlands-pcc.gov.uk

7. Summary of milestones and deliverables for 2013-14

This Plan contains a number of milestones and deliverables which are summarised in this section. The Commissioner intends to review this Plan on an annual basis to ensure he benefits from the work conducted in each of the local authority areas through the local policing and crime boards together with work undertaken by partner agencies and the police. This will enable him to set annual milestones and deliverables that meet the needs of local people.

3.1 Improving public confidence in policing

- Increase confidence in policing
- Identify aspects of policing that have an adverse impact on confidence, and establish ways to overcome such barriers
- Analyse hate crime to better understand religious and racially aggravated offences, for example islamophobia.

3.2 Creating stronger partnerships

- Allocate funding to partnerships to tackle local policing and crime problems
- Increase engagement with each Health and Wellbeing Board across the seven local authority areas
- Explore opportunities to improve the response to serious and organised crime in collaboration with regional forces and the National Crime Agency
- Reduce reoffending of criminals through partnership working

3.3 Developing greater local identity across the West Midlands

- Work with local partnerships to establish local policing and crime boards in each of the seven local authority areas

3.4 Delivering better value for money

- Implement Invest-to-save schemes that enable more efficient working practices
- Develop people who are capable and effective in delivering their roles
- Improve productivity of staff and assets
- Improve the diversity of throughout the Force through the recruitment and progression processes

3.5 Demonstrating the Force's commitment to social responsibility

- Introduce a fleet of 'green' cars that are efficient and are better for the environment
- Consult on the procurement strategy to influence the economic well-being of the area
- Increase the involvement and work with voluntary, third sector and community partnerships in priority areas helping to keep crime down

3.6 Reduce crime and offending

- Reduce overall crime by 5%.
- Reduce violent crime where injury is caused by 8%.
- Reduce burglary by 8%.
- Reduce crime in high crime priority areas by 7%
- Support local and national projects aimed at understanding which interventions are effective at reducing low level offending

3.7 Better protecting people from harm

- Reduce the harm caused by gangs and organised crime groups by continuing to target them
- Reduce the harm caused by terrorism by continuing to target them under the local and national strategy
- Carry out activity to understand in more detail the extent of people trafficking within the West Midlands and to maintain vigilance around child sexual exploitation.
- Develop a force strategy to tackle drug dealing, drug use and cannabis farming.
- Reduce the harm to vulnerable victims caused by domestic abuse.
- Work with safeguarding partners to improve the outcomes for vulnerable people

3.8 Improving the service the public receive from the police

- Increase satisfaction with services provided relating to crimes

- Increase satisfaction with services provided relating to ASB
- Implement a customer services strategy drawing from the Victims Summit⁸ and the Customer Journey⁹ to deliver further improvements.
- Develop strategies to reduce repeat victims of crime and anti-social behaviour
- Safer Travel Plan agreed with key partners

3.9 Supporting stronger communities

- Reduce business crime by 6%
- Work with our partners to further reduce crime on the transport system
- Strengthen the ability to work with partners on the Troubled Families programme.
- Review police community support officers' powers and deployment

3.10 Ensure an effective contribution to national policing

- Ensure West Midlands Police has appropriate capacity and capability to support the five components of the Strategic Policing Requirement; terrorism, other civil emergencies, organised crime, public order, and large scale cyber incidents

⁸ "Victims Should Come First" - Victims Summit (11 January 2013). The Victims Summit was the first in a series of summits arranged by the Police and Crime Commissioner, focusing on the needs and experiences of victims of crime, listening to victims' groups so that services can be built around meeting victims' needs.

⁹ The aim of the Customer Journey project is to look at the fundamental service design from the point of view of meeting customer needs and expectations, while keeping in view statutory obligations and cost effectiveness.