



## STRATEGIC POLICING AND CRIME BOARD 3<sup>rd</sup> September 2013

ACC Operations Portfolio
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### 1. PURPOSE OF REPORT

1.1 The purpose of this report is to provide members of the Strategic Policing Crime Board with an overview of the portfolio of the ACC Operations of West Midlands Police. This portfolio includes Criminal Justice.

### 2. BACKGROUND

2.1 This report outlines to members of the SPCB the areas that combine to make up the Operations and Criminal Justice Portfolios. The paper aims to ensure that members have a brief summary of current activity and work streams in each of the distinct main areas of business, as well as highlighting risks that are relevant to the specific work, which are perceived to be of interest to the board members and may assist in the discharge of their scrutiny and accountability functions.

### 3. Areas of Business Updates - Operations

#### Airport Unit

3.1 The Airport Policing Unit (APU) moved to a new structure in May 2012 following agreement with Birmingham International Airport. The staff establishment comprises of a total of 40 police officers (1 Inspector, 6 Sergeants, 33 Constables). The total budget agreed in 2012 for the unit is £2.7million. WMP also funds an additional 2 constable posts for e-Borders work that is specifically exempt from the airport funding by the Police and Crime Act 2009. In addition local neighbourhood officers from the Bickenhill Neighbourhood Team of Solihull LPU will spend some of their duty time patrolling the wider airport footprint. The airport has recently agreed to fund a second police patrol vehicle.

3.2 The APU has links with various other enforcement bodies. United Kingdom Border Force (UKBF), Counter Terrorism Unit (CTU) and the Serious Organised Crime Agency (SOCA) are represented on the local risk assessment group and there are fortnightly joint intelligence meetings attended by representatives of those agencies and APU supervision. On a daily basis the duty officers of UKBF, CTU and the APU meet to discuss issues with the airport terminal duty manager. The operational relationship between all parties is very good and ensures a safe environment for staff and visitors.

3.3 In terms of business crime at the airport, in the period Aug '12 - July '13 there were 59 business crimes made up of 24 thefts from shops, 12 thefts of motor vehicles (hire cars), 3 burglary other buildings, 5 thefts by employee, 5 criminal damages, 6 'other' thefts, 1 bilking, 1 criminal damage to a building and 2 damage to vehicles. This was a reduction of 13% on the previous year. There has been an increase in total recorded crime at the airport of 33.8% YTD, which has largely been due to a rise in passenger numbers. The increase in total recorded crime amounts to an additional 26 offences, most of which have been thefts. The current level of total recorded crime is 3.2 offences per 100000 passengers, compared with 3.1 offences per 100000 passengers in 2012-2013.

3.4 The airport security plan (ASP) is complete and has been agreed by all stakeholders and the police service agreement (PSA) is currently in the final stages with legal teams for WMP and BIA.

### **Dogs Unit**

3.5 The structure of the unit is currently, 1 Inspector, 6 Sergeants, 54 Constables and 7.5 Police Staff at an operating cost of £3.4m. The unit has a four hub structure: Wednesbury (Western), Park Lane (Central), Canley (Eastern) and the Dog Training Centre at Balsall Common. From those hubs, seven services are supplied by the unit:

- General Purpose Dogs (including Firearm Support Dogs)
- Explosive Search Dogs
- Drugs/Cash/Firearm Search Dogs
- Victim Detection Dogs
- Dangerous Dog Unit
- Kennelling Facilities at the Training Centre
- Breed Scheme for WMP and as income generation from external sales

### **Key Operations**

3.6 The unit continues to provide support to WMP in a number of operational roles. The unit provides a Bomb Threat Response Vehicle on a 24/7 basis, which is made up of a handler and Explosive Search dog. This has seen many deployments throughout WMP and during 2012/13 there were 231 deployments in total, for spontaneous incidents, defensive searches and in operations to police the Olympic Games. The resource is also utilised within the region and nationally for defensive searches on a regular basis and until recently in PSNI.

3.7 Drugs/cash/firearm search dogs are used frequently for incidents within WMP, and also regionally and nationally in response to mutual aid requests by other forces; for events such as the Isle of Wight Festival, Global Gathering, and V Festival. During 2012/13 there were in total 857 deployments from which 315 yielded a "find" or person arrested. Victim Detection Dogs have also seen their services called upon, with significant support given to Dyfed Powys Police in the recent April Jones investigation.

3.8 Firearms support dogs were also utilised on 372 occasions during 2012/13 to offer the less lethal option in firearms incidents and are available 24/7 to respond to spontaneous incidents. General purpose dogs have also been part of key operations around pre planned events. These events range from the disorder in the summer of 2011, Cat 'C' football matches, where there is a higher risk of disorder, and EDL events, most recently in Operation Glendale where deployment of dogs together with the OSU undoubtedly assisted in preventing disorder breaking out from Centenary Square into the wider city centre.

### **Breeding Scheme**

3.9 Following PBB (Priority Based Budgeting) the scheme increased from 8 litters per year to 12. The scheme produces German Shepherds, Belgian Malinois, Dutch Herder and English

Springer Spaniels. The core role is the supply of dogs to WMP, removing the need to procure externally, and secondly as income generation from their supply to over 30 Police Forces, the Army, Prison Service, Security Companies etc. General Purpose Dogs are sold for approx £3000 and Specialist Search Dogs for £1800.

#### Collaboration

3.10 The training unit provide courses for all WMP officers, and some courses for West Mercia, Staffordshire and Hertfordshire officers for an appropriate fee. WMP share training venues with Staffordshire, West Mercia and Warwickshire in order to give a range of options and variation to the instructors. Historically, other forces attended the unit but with the recent financial cuts these have decreased as more training is competed in-house by those forces.

#### Dog seizures

3.11 Dog seizures continue to rise each year. In 2012/13 there was an increase in the number of dogs seized to 352 but, following PBB method changes being implemented around kennelling and veterinary costs, the average cost of pursuing a criminal prosecution or civil proceedings has reduced to approx £700 per dog. For the first quarter of 2013/14, 112 dogs have been seized and it is likely that, due to further planned legislative changes, this figure will continue to increase.

#### Events Planning

3.12 The unit has an establishment of 20 staff, comprising 2 Inspectors, 3 Sergeants, 14 Constables and 1 Police Staff. In seeking to address the workforce mix four of the constable posts have been identified as suitable for police staff and those roles will be advertised internally in the near future. The total budget for the unit is £1m.

3.13 The unit is currently based at Aston Police Station but plans are in place to relocate to the Event Control Suite (ECS) at Tally Ho! in Autumn 2013. The ECS is WMP's purpose built, multi-agency Silver Control Room facility. On average this is used 4 times per month, ranging from small events utilising 6 desks, up to major events where all 60 desks are used. Recent events managed from the ECS include Operation Derwent/Glendale, Birmingham Carnival, Eid celebrations and Operation Snowball, which was a joint operation with EU law enforcement to arrest wanted foreign nationals residing in the UK. Also the ECS is often used as the command centre for larger crime investigations where force resources are deployed at an arrest/enforcement phase.

The unit has three distinct areas of business as described below:

#### Event Planning

3.14 This team maintains an overview of all events that take place in the force area. The team owns, plans and resources the majority of major and significant events such as EDL demonstrations and sporting fixtures and assists planners with local events. The team took primary responsibility for the planning of Operation Glendale (EDL protest July 2013), in which in excess of 50 Police Support Units (PSUs) deployed to Birmingham; with regional and mutual aid resources travelling from forces across the UK including North Wales, Devon and Cornwall and Thames Valley. The team will, in responding to regional and national mutual aid requests, continue to be the single point of contact for the National Police Coordination Centre (NPoCC). G8 staffing requests to Police Service of Northern Ireland (PSNI), is just one example of the support provided to national policing operations.

3.15 The team also has responsibility for managing Party Conferences under the banner of Operation Pelkin. These events are a significant undertaking involving many staff over a protracted timeframe. Government funding is provided to contribute towards the planning and policing operation.

3.16 The Conservative Party Conference is booked to return to Birmingham at the end of September 2014. Planning for the security operation will commence in September 2013 and with the event being the final conference before the general election in 2015, this will be a challenging operation. At previous conferences there has been large scale protest events requiring a significant policing response and this will be likely to be the case again in 2014. The Gold Commander for the operation is ACC Cann.

#### Force Tasking

3.17 This team manages the competing requests for operations' resources, such as Traffic, OSU and Dogs; ensuring that WMP maintains the ability to meet force needs and that requests are in line with force priorities.

#### Football

3.18 This team manages the policing at the 6 sporting venues (Aston Villa, Birmingham City, Walsall, West Bromwich Albion, Wolverhampton Wanderers and Warwickshire Cricket Club). This includes football intelligence officers being sent to all fixtures both home and away that involve the five football clubs. There currently exists a good relationship with each club aided by the use of a cadre of trained football policing commanders.

3.19 For the season 2013/14 the team will coordinate policing requirements for in excess of 80 of the 125 local fixtures. Recent financial difficulties experienced by Coventry City FC have resulted in the team relocating to play home games in Northampton. The team are assisting with the transfer of knowledge/experience to Northamptonshire Police in the early part of the new season.

3.20 With regard to football banning orders, WMP currently have 225 offenders subject to a mix of civil and criminal orders. Since 2007, over half a million pounds of funding has been received from the Home Office via the UK Football Policing Unit to obtain civil banning orders and in that period over 100 orders have been obtained, making WMP the most successful force in the UK in this area. Since January 2013, 20 orders have been granted.

#### Firearms Unit

3.21 The Operations Firearms Unit (OFU) is based at Park Lane, Aston and has an establishment of 168 officers of which 11 posts are externally funded by Birmingham International Airport and 26 posts funded by ACPO TAM (£1.48 million). The officers are posted to one of three teams within the OFU: Armed Response Vehicle (ARV) Team, Tactical Firearms Team (TFT) and Instructor Team. The total budget for the OFU is £8.1million (inc. ACPO TAM/Airport funding). The staff establishment is 1 Chief Inspector, 3 Inspectors (1x ARV Team, 1 x TFT & 1 Chief Firearms Instructor), 18 Sergeants & 146 Constables.

3.22 Recent operational deployments of national significance include the deployment of Counter Terrorism Specialist Firearms Officers (CTSFOs) to London to support the Metropolitan Police following the murder of Lee Rigby (Operation Pegboard), deployment of TFT to support force operations, Operation Glendale (Armed Support to Public Order) and Operation Clockface (CTSFO deployment).

3.23 The College of Policing renewed the OFU's Licence to deliver training in April 2013 with no development issues identified and in each year a variety of firearms training courses are delivered locally with external force delegates generating additional income for WMP.

3.24 The OFU continue to deliver the `Guns and Knives Take Lives` presentation to local students in an attempt to divert them from gangs and gun culture. In the past 3 years, almost 29,000 students have received the presentation, with positive community feedback and media coverage.

### 3.25 Operational statistics overview:

<b>ARVs</b>			
	2011/12	2012/13	YTD April- August
Total Number of incidents attended	1713	1694	633
Total number of incidents resulting in armed deployments*	451	613	241
Total weapons discharged**	0	2	0

<b>Tactical Firearms Team</b>			
	2011/12	2012/13	YTD April- August
Total number of armed operations	233	237	41

<b>Force Taser Deployments (incl non firearms)</b>			
	2011	2012	YTD January- August
Total number of times Taser was Drawn***	1001	1057	643
Number of Taser Firings (arcing or firing)	211	259	160

\* Deployment is defined as where an authority was granted for the use of armed officers, and the armed officers subsequently carried out an action. It does not necessarily infer that weapons were actually drawn

\*\* No live firearms were discharged. This statistic relates to the discharge of less than lethal Attenuating Energy Projectile (AEP) (baton rounds)

\*\*\* This figure includes all instances where a Taser was drawn from its holster as well as where the red dot was placed onto a subject, but did not result in the Taser actually being discharged

### **Integrated Emergency Management (IEM)**

3.26 IEM is responsible for ensuring that WMP is able to respond effectively to the threats that face the organisation and the communities of the West Midlands conurbation, ensuring compliance with the statutory duties imposed under the Civil Contingencies Act 2004 (CCA). The work undertaken by IEM is predominantly in response to identified risks from the National Risk Register, National Risk Assessment, Community Risk Register, horizon scanning, operational and exercise debriefs and identified good practice.

3.27 The total staff establishment is 14 with a mixed workforce of 8 police officers and 6 police staff. The post of business support manager to the Local Resilience Forum (LRF) is externally funded by the LRF. The total budget for the unit is £620k.

There are three main strands within the department under the management of the IEM Inspector:

#### **Business Continuity (BC) team**

3.28 The Business Continuity (BC) team consists of a police staff manager and 3 police staff members. BC provides the framework within which the force ensures compliance with the CCA and International Standardisation Organisation (ISO) 22301: 2012 Societal Security: Business Continuity Management Systems Requirements. The WMP BC

framework takes into account ten critical functions to ensure that WMP has the resilience to deliver these to an acceptable level in the event of disruption.

#### Emergency Planning Team

3.29 The Emergency Planning team consisting of 1 sergeant, 1 police staff emergency planning manager and 2 constables trained in emergency plan writing. This team creates and maintains emergency plans, a force mobilisation plan, guidance documents and policies. The team will also regularly run less resource intensive command post exercises to test internal processes, and participate in exercises run and funded by partner agencies.

#### Counter Terrorism, Chemical Biological Radiological Nuclear (CBRN) and Interoperability Team

3.30 Counter Terrorism, CBRN and Interoperability Team comprising of 1 sergeant and 3 constables. The team carries out planning and policy writing for the areas of business that cover the operational deployment of uniformed resources for terrorist related incidents. The team also includes the force CBRN single point of contact responsible for maintaining links with the Police National CBRN Centre, ensuring that the force complies with national guidance and CBRN responder requirements, such as the recently publicised multi-agency exercise, Operation Arden, held at the International Convention Centre.

3.31 IEM liaises on a regular basis with partner agencies at a force-wide level to promote interoperability. The team is represented on the Strategic Local Resilience Forum, the tactical General Working Group and its subgroups, with the LRF secretariat being based in the department. Local authorities liaise with their relevant LPU planning and partnerships teams at a local level and through Local Resilience Groups where established. The department also regularly provides staff to support major operations and events, in particular providing experienced multi-agency liaison officers. IEM plays a key role in debriefing operations, identifying organisational and individual learning and driving standards.

#### Operational Support Unit (OSU)

3.32 The OSU has an establishment of 3 Inspectors, 8 Sergeants and 60 Constables. The officers are split evenly across three bases: Chelmsley Wood, Aston and Wednesbury. The Unit provides 7 day cover from 8am to Midnight and includes a capability for on-call, out of hours, high risk missing person search advice. The current budget for the unit is £3,443,600.

The OSU has a number of specialist functions including the following:

#### Provision of Counter Terrorism Search Trained Staff

3.33 All OSU Constables are licensed by the Police National Search Centre to conduct Counter Terrorist Search. Sergeants and Inspectors are qualified as Counter Terrorist Search Advisors. These skills were used extensively during the recent attacks on Mosques in Walsall, Wolverhampton and Tipton.

#### Conduct Crime Related Search

3.34 The OSU provides search support to the Force Criminal Investigation Department (FCID), Gangs Task Force and Child Online Safeguarding Teams (COST) conducting reactive and proactive investigations.

#### High Risk Missing Person Search

3.35 All of the OSU Police Search Advisors (POLSAs) are trained to advise on high risk missing person searches. The officers provide 24/7 cover. There are numerous examples of lives having been saved following advice provided by POLSAs.

#### Provision of Specialist Search Capability

3.36 The Unit has officers trained in water search and recovery and working at heights. The success of this specialism is demonstrated by the fact that a police dive team has only been requested on mutual aid from an external force on one occasion in the last 12 months. Recent positive media coverage of a Fathers4justice protestor arrested for unfurling a banner and climbing out onto a high balcony at the Hilton Metropole Hotel, Birmingham highlights the benefits of trained staff confident to work at heights.

#### Method of Entry and Taser Capability

3.37 Officers have been trained to an advanced level in method of entry and provide support to FCID, Gangs Task Force and COST teams in the execution of warrants. There have been significant recoveries of firearms, drugs, and evidence in support of child exploitation investigations.

#### Enhanced Public Order

3.38 The recent EDL protests in Birmingham and Walsall showed the value of enhanced public order trained staff. On both occasions OSU officers faced high levels of violence from EDL supporters attempting to break out of the protest areas into the wider community. OSU officers receive additional training in public order tactics, legislation, and doctrine. The Unit can provide one PSU for spontaneous incidents and two for pre-planned operations.

#### CBRN capacity

3.39 All OSU officers are CBRN trained and contribute towards WMP's initial response capability.

#### **Traffic Unit**

3.40 The traffic unit is comprised of three distinct functions each having clear operational objectives. The unit is divided into a 24/7 response, a proactive traffic capability and a traffic camera enforcement team. The total budget for the unit is £4.84m.

#### 24/7 Traffic

3.41 Following implementation of agreed PBB service levels in April 2012, in the 24/7 unit there are now 5 teams working the standard force shift pattern. The staff establishment is 101 police officers (1 Inspector, 10 Sergeants, 90 Constables). Each of the five teams is split and located at Park Lane and Chelmsley Wood.

3.42 24/7 staff consistently attend and manage the scenes of all potentially fatal and life-changing Road Traffic Collisions (RTCs) across the force area pending the arrival of a Collision Investigation Unit Senior Investigating Officer (SIO) where this becomes necessary. Sergeants investigate police accidents which result in serious injury or are of particular concern.

3.43 National road safety campaigns are addressed by both 24/7 and proactive teams, with an identified lead officer. WMP contribution to the national drink drive campaigns is led by Traffic who have conducted 64% (2,720) of the 4,209 tests this Summer and 42% (1,622) of the 3,836 tests at Christmas. LPUs have also increased their overall contribution in both campaigns.

3.44 Locally, traffic officers have worked together with staff on Birmingham East LPU targeting the abuse of open trade motor insurance policies. This pilot, under the banner of Operation Piranha, has resulted in numerous uninsured vehicles being taken off the road and £222,000 has been generated from the sale of seized/unclaimed vehicles since June 2012. This compares with the 12 month total for the entire force April 2011 - March 2012 of £175,000. Money raised from sale of unclaimed vehicles is available for WMP to spend if

not claimed by the vehicle owners after 12 months. The intention is to develop this initiative further in the coming 12 months.

3.45 RTC performance for the West Midlands is as follows:

**Killed and Seriously Injured (KSI) RTCs**

Year	2009	2010	2011	2012
<b>KSI</b>	999	924	1018	946

**Child KSI RTC's**

Year	2009	2010	2011	2012
<b>KSI</b>	165	173	174	164

**Slight Injury RTCs**

Year	2009	2010	2011	2012
<b>Total</b>	9100	7777	6475	5773

3.46 The performance aim in the Local Transport Plan, produced by the Integrated Transport Authority (Centro), is to reduce total KSI casualties by 17.3% from the 2005-2009 baseline to the 2011-2015 average. WMP are currently averaging 983 KSI casualties against the 2008-2012 target average of 1002 KSI casualties, indicating West Midlands is on target to meet the performance aim.

**Proactive Traffic**

3.47 The proactive team is located at Wednesbury and has a staff establishment of 28 police officers (1 Inspector, 3 Sergeants and 24 Constables) and is split into three teams. The proactive teams are available 7 days a week and provide cover between 07:00 and 22:00 hours.

3.48 The teams offer a range of tactical options in support of neighbourhood activity and force priorities. The team also provide a range of motorcycle escort duties and can provide a rapid response to developing crimes in action in support of other departments within WMP and external agencies/forces, including SOCA. Effective relationships with FCID/CTU and units including the Serious and Organised Crime Unit (SOCU), Economic Crime Unit (ECU) and the Gangs Taskforce has resulted in the arrest of offenders for a variety of serious crimes including drug trafficking, money laundering and counter terrorism matters.

3.49 The proactive teams also work together with the Camera Enforcement Unit undertaking to deliver 8 days per month working in all 7 local authority areas targeting offences including speeding, careless driving, no insurance, no seatbelt and the use of mobile phones whilst driving. Locations selected for enforcement are based on KSI RTC data, intelligence or community concerns.

**Camera Enforcement**

3.50 The Camera Enforcement Unit (CEU) is responsible for the operation of fixed safety (speed and red traffic-light) cameras together with the deployment of four mobile enforcement units across the West Midlands Police area. Camera units are located across the motorway network. The staff establishment is 12, comprising of 2 police officers and 10 police staff.

3.51 In the performance year 2012/13, a total of 72,270 offences were passed to the Central Ticket Office (CTO) to deal with. Notices of intended prosecution were sent to 66,992

drivers. That resulted in 20,627 drivers attending and passing driver/speed awareness courses and 27,356 conditional offers being accepted. In that same period 20,816 drivers paid the conditional fixed penalty resulting in £1.25m being recovered and passed to HM Treasury.

3.52 Year to date 19,940 offences have been processed with 4268 awareness courses completed.

### **Safer Travel**

3.53 The Safer Travel Police Team is a unique partnership approach to providing intelligence led policing across all modes of public transport in the West Midlands region. West Midlands Police Officers and Community Support Officers work in collaboration with their British Transport Police (BTP) counterparts. The staff structure of the partnership is currently:

1 WMP Inspector, 1 BTP Inspector, 2 WMP Sgts, 1 BTP Sgt, 9 WMP PCs, 2 BTP PCs, 15 WMP PCSOs and 7 BTP PCSOs. Staffing costs are approximately £1.5 million and CENTRO (transport operators) fund approximately half of this figure.

3.54 The partnership has two dedicated intelligence analysts who provide crime and anti-social behaviour data on a monthly basis and prepare problem profiles which are used to direct resources to particular routes where crime and ASB are an issue. Overt and covert patrols are conducted in risk areas and proactive use is made of CCTV to allow real time response to crimes in action. Cross modal patrols involving WMP staff monitoring the rail/metro network is reciprocated with BTP staff providing reassurance and crime patrols on the bus network.

3.55 The team delivers a range of educational presentations to schools, colleges and universities offering crime prevention advice and regularly runs security marking sessions for those wishing to protect their pedal cycles, mobile phones and other electrical equipment. An innovative crime and ASB reporting initiative is in place called, "See Something, Say Something" which enables the public to contact the team directly and includes Twitter, Facebook, Email, Text Message and an external website.

3.56 The team are also involved in numerous operations working with LPU staff and other external agencies and notable operations include:

Operation Hay- Offering high visibility patrols and crime prevention advice to children leaving primary school as they move to secondary school.

Operation Storm- City lockdown during the Christmas period on the main bus arterial routes.

Operation Rotate- 26 mile long rolling Gateway patrol of the outer circle passing through 5 LPUs involving specialised force resources including OSU and dogs.

### **Special Constables**

3.57 Operations has a dedicated Inspector for the Special Constabulary, who is linked to the events planning and tasking function, with the ability to draw upon all special constables in the force area for major events. There are a further 15 dedicated special constables within the Operations portfolio split across the airport unit, safer travel and the traffic unit.

3.58 In the recent Derwent and Glendale operations special constables were used extensively across the force area to provide additional reassurance patrols in local communities. Similarly, in the disorder of August 2011 the ability to mobilise significant

numbers of special constables within a short period of time was used extensively throughout that period.

### **National Police Air Service (NPAS)**

3.59 Since 1<sup>st</sup> October 2012 four Regions have transferred to NPAS with the Central Region Air Support Unit (CRASU) due to transfer over on 2<sup>nd</sup> October 2013.

3.60 Governance of NPAS is via the NPAS Strategic Board which is now up and running. The Central Region (East Midlands and West Midlands Regions) is represented on this board by the Warwickshire PCC, Mr Ron Ball, and the Lincolnshire Chief Constable, Neil Rhodes; the next meeting being in September.

3.61 Sitting alongside the Strategic Board is an Independent Assurance Group (IAG) which provides independent assurance to the Strategic Board on the operational service being delivered. The Central Region is represented on the IAG by ACC Dee Collins (Derbys) who is the chair of this group.

3.62 Within the NPAS structure there is also a Regional Air Operations Group which is responsible for ensuring that operational service is being developed and that any operational or strategic issues are being fed into NPAS. The Central Region is the only region to have set this group up to date. The Group's current main focus is to ensure a smooth transition to NPAS but this will develop into one of ensuring service delivery and performance of NPAS post go live.

### **Central Regional Air Support Unit (CRASU)**

3.63 The current governance for the CRASU is via a CRASU Executive Board which is chaired by ACC Dee Collins and ACC Gary Cann, and attended by a senior NPAS representative, Chief Supt Martin Evans, Head of CMPG, and John Jameson, who will hold a regional responsibility from 2<sup>nd</sup> October. The most recent Executive Board was held on 13<sup>th</sup> August and was also attended by Mr Ron Ball (who sits on the Strategic Board on behalf of the Region's PCC's). Mr Ball is happy for any concerns in relation to NPAS from individual Police and Crime Commissioners to be forwarded to him to be raised at the Strategic Board.

3.64 The transfer of CRASU to NPAS has been managed by way of a CRASU working group and action plan for the past 18 months and is now also the subject of an NPAS implementation plan which will require a great deal of engagement with each Force in relation to issues such as I.T. and communication channels. To date, from an operational perspective, we are on course to meet the 'go live' date.

3.65 WMP is optimistic about the potential benefits of NPAS and will continue to work to ensure that good communication is developed with NPAS and that finance and performance are properly monitored and scrutinised.

## **4. Areas Of Business Updates – Criminal Justice**

### **Introduction**

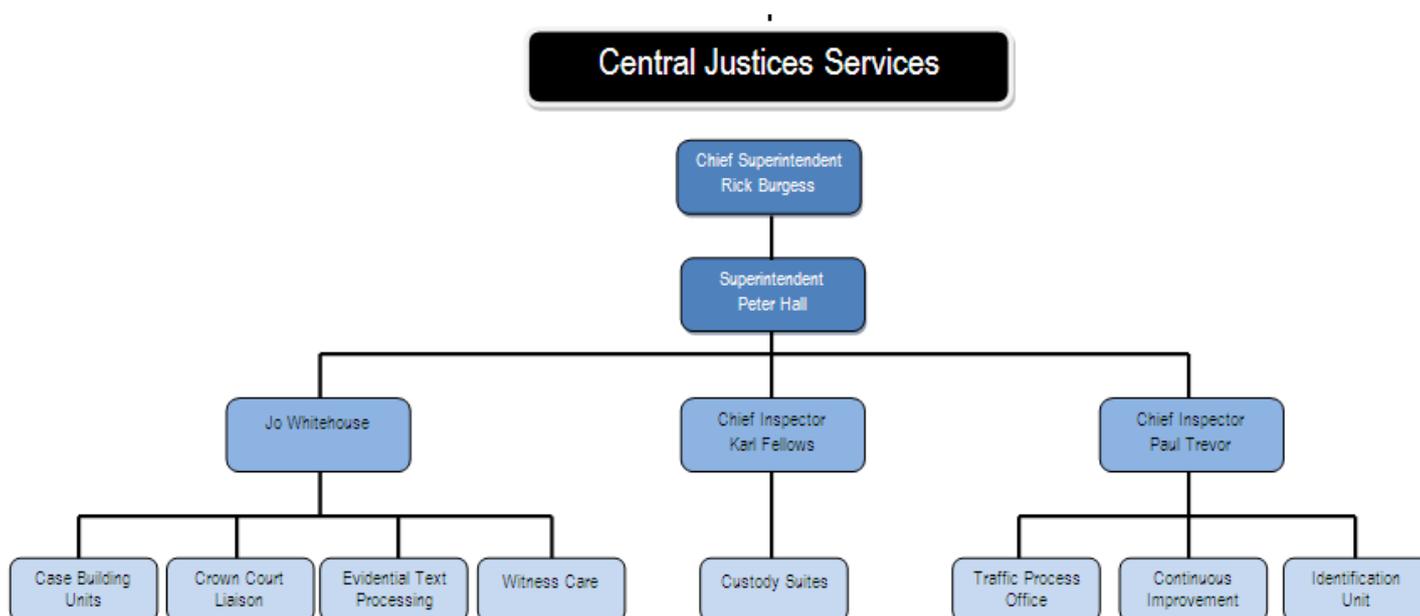
4.1 WMP criminal justice and custody functions are managed by Central Justice Services, which is a collaborative department established in June 2012 between West Midlands Police and Staffordshire Police.

4.2 The department's total establishment is 592 employees of which 200 are Staffordshire employees. Including pay costs, the annual departmental budget is £32.5 million. The budget is divided on a 77% to 23% basis.

4.3 The department provides the below services to both West Midlands Police and Staffordshire Police with the aim of bringing offenders to justice by working in partnership with other agencies including the Crown Prosecution Service and HM Courts Service:

- Custody of prisoners
- Progression of prosecution case files
- Care of witnesses
- Identification of suspects
- Investigation of non serious road traffic collisions
- Preparation of written summaries of tape recorded interviews
- Preparation of Crown Court antecedents
- Policy development and business improvement

#### 4.4 Departmental Command Structure



#### Performance and Programme Information

##### 4.5 Positive Custody Disposals (No milestone)

- During 2012/13, 63% of arrests led to a positive disposal. Performance was very consistent throughout the year. During the first quarter of this performance year once again 63% of arrests have led to a positive disposal.
- Comparing performance against most similar forces is challenged by the fact that forces include different data in this category. West Yorkshire Police have

a similar approach to ours and recorded a 45% positive disposal rate during their first quarter.

- Staffordshire Police have recently improved their performance to achieve 70% during the first quarter.

4.6 Early Guilty Plea Rate (No milestone)

- During 2012/13 the early guilty plea rate was 46.9%.
- During the first quarter of 2013/14 the early guilty plea rate is 49.9%.

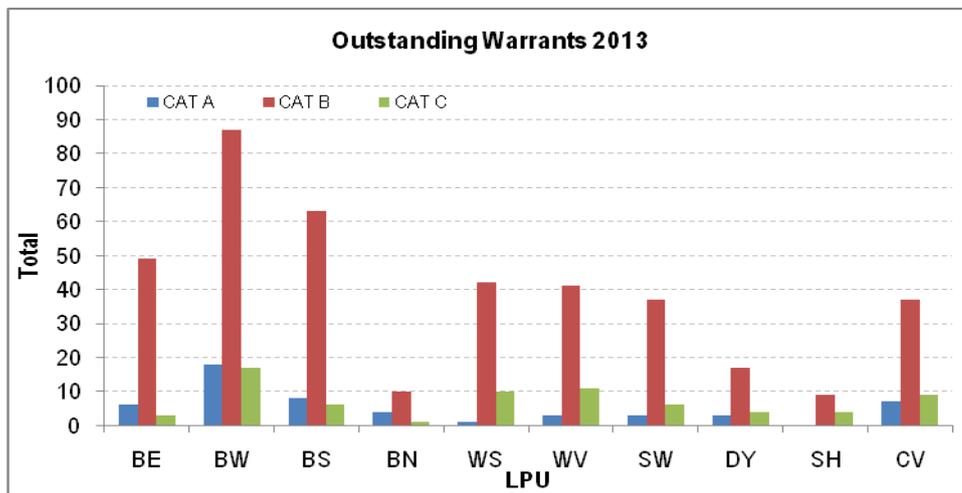
4.7 Time from arrest to charge (No milestone)

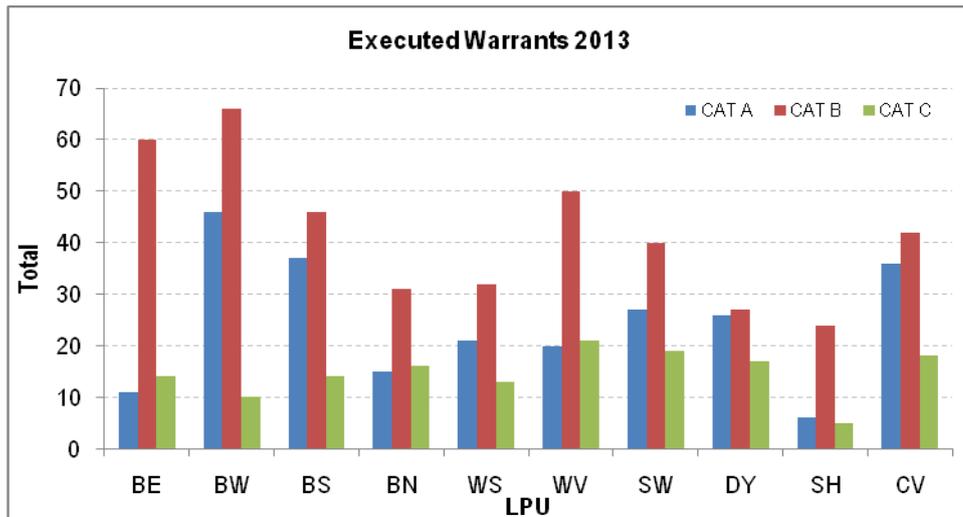
- During 2012/13 the average time from arrest to charge was 20 days, a fall in performance from an average of 15.8 days during 2011/12.
- During the first quarter of 2013/14 the average time from arrest to charge has been 13.5 days.

4.8 Community Resolutions (No milestone)

- The number of community resolutions has fallen progressively every year since their introduction in 2009/10, when 12622 resolutions were recorded. During 2012/13, 9916 resolutions were recorded, a fall of 21% compared to 2009/10.
- All Local Policing Units have experienced a reduction. The sharpest reductions have come in Coventry (42%), Sandwell (35%) and Birmingham North (36%).
- During the same period other out of custody disposals have increased, for example, the number of fixed penalty notices issued has risen from 756 to 2018.

4.9 Fail to appear warrants (No milestone)





#### 4.10 Conditional Cautions

- The use of conditional cautions by West Midlands Police is low. During 2012/13 the Force issued 60 Adult Conditional Cautions out of a total of 4210 that were issued nationally.
- The process has been somewhat bureaucratic as a court file was still required by CPS for their decision. However, in April this year the police became the decision maker for most conditional cautions. The Force has plans to re-emphasise the benefits of conditional cautions as part of wider package of improvement under the Neighbourhood Justice Programme.
- Of the 60 conditional cautions issued during 2012/13 conditions typically included rehabilitative elements such as treatment for alcohol or drug abuse or reparative compensation for the victim. None involved a restorative conference, something being explored under the Neighbourhood Justice Programme.
- In April this year Youth Cautions and Youth Conditional Cautions replaced reprimands and final warnings; since then WMP have issued 39 youth conditional cautions. The decision whether to issue a Youth Conditional Caution is made in conjunction with the local Youth Offending Service, and they will deliver any programme required by the condition.

#### Police Led Prosecutions

4.11 West Midlands Police launched Police Led Prosecutions on the 13<sup>th</sup> August 2013. All specified traffic offences for the entire force area are now prosecuted at two Central Traffic Courts within Birmingham Magistrates Court. Guilty pleas and cases heard in the defendant's absence are presented by court presentation officers, a responsibility previously undertaken by the CPS. Defendants who elect trial are returned to their local court for that purpose and the case is returned to CPS to prosecute.

4.12 Although it is still early days there has been some very positive feedback from the Magistrates, from court staff and from the defendants themselves on how professional the process is.

4.13 Typically over one hundred cases will be heard daily by the Traffic Courts; currently the court sits twice weekly. Each successful prosecution enables the court presenters to apply on behalf of the Force for £80 in costs. Taking into account the additional workload, staffing costs and the rate at which defendants actually pay those costs, it is anticipated that this initiative will definitely go on to generate income above the cost of delivering the service.

#### 4.14 Collaboration

- As mentioned in paragraph 1 Central Justice Services went live in June 2012. The strategic lead is ACC Julian Blazeby from Staffordshire. The department is now largely 'business and usual' under a mixed West Midlands and Staffordshire leadership team. However, although it delivers an effective service with many examples of shared best practice and the joint development of innovative business improvement schemes, there are many aspects in which the two forces continue to work independently.
- The most pressing needs come in the area of ICT provision, financial management and human resource policy. The two forces operate with different custody ICT systems so work has begun to scope out options for both forces to procure and use the same system, thus enabling the smooth movement of prisoners and staff between force areas where the need arises. We hold independent budgets, have different employment conditions, such as our attendance management policies, and we pay staff at different rates for performing the same role.
- These differences are recognised as barriers that need to be addressed in the furtherance of an effective collaboration. Within the next six months a review of the collaboration, led by Chief Superintendent Burgess, will take place to evaluate the operational and financial benefits of the collaboration.

### Custody

#### 4.15 Estate

- WMP operates 12 fully operational custody suites providing a total of 232 cells. In addition we have a further 5 custody suites on standby, providing an additional 64 cells if required.
- The operational suites are located at Wolverhampton, Bloxwich, Brierley Hill, Smethwick, Bournville, Sutton Coldfield, Stechford, Kings Heath, Birmingham Central, Solihull, Coventry Central and Coventry Willenhall.
- In most cases these suites have been part of the estate for many decades and if any of these custody suites were being built today none would meet the current planning requirements for cell size, exercise facilities, privacy requirements or disabled access etc. However, the Force has invested and upgraded to meet the requirements of Safer Detention and the most recent HMIC inspection was favourable.

- All medical rooms are currently being upgraded to meet the requirements of the new Healthcare contract, which facilitates the provision of nurses and doctors 24/7.
- The CCTV systems in all custody suites have been upgraded to improve the quality of constant watches we provide to prisoners deemed to be at risk from self harm.
- Staffordshire have 82 cells available across the custody sites.
- During 2012/13, 65,042 prisoners were detained in West Midlands Police custody suites. During the period January to August 2013, 39,638 prisoners entered custody compared to 44,227 during the same period in 2012. This reduction is commensurate with the emphasis upon disposals out of custody and in particular non-arrest taped interviews.

#### 4.16 Sandwell Mental Health Project

- The Scheme was launched during the Autumn of 2012 and is funded by NHS (England) and is backed by the Black Country Mental Health Trust and WMP.
- The aim of the scheme is to refer people in custody with mental health needs, substance abuse and other vulnerabilities to appropriate support services with the intention of addressing their needs and ultimately preventing reoffending. This is a signposting and access scheme to services beyond custody.
- The Scheme is based at Smethwick custody suite and involves a single psychiatric nurse who, despite only being able to provide cover during office hours, has conducted 261 referrals in 103 working days resulting in 42 persons receiving care from healthcare resources.
- Information is shared between key stakeholder agencies, including Community Justice Mental Health Teams, to ensure that decision making around charging, diversion or sentencing is well informed.
- The feedback from 'clients' from a recent satisfaction survey was positive, 76% rated their experience very good and 24% rated it good. The evaluation of this project will take place soon and will review re-offending rates, levels of uptake on referrals, the impact of services accessed and the costs benefits for the agencies involved.

#### 4.17 New Build Custody Facilities

- Two new custody suites are to be built in order to meet the Force's future needs around custody. One will be located in Oldbury (Western) and the other in Perry Barr (Central); the suites will be able to accommodate 60 prisoners each and are expected to cost a total of £26.3 million and will form part of a smaller custody estate. An additional £4.3 million will be invested into building office accommodation at the Central Suite. In the currently preferred custody estate option the existing suites at Coventry Willenhall, Solihull, Bournville and Wolverhampton will remain open alongside the new facilities.
- Work on the Western Custody Suite is expected to begin in November 2013 and conclude in December 2014. Work on the Central Suite is expected to begin in May 2014 and conclude in September 2015. Although planning consent has been granted for the Western Suite, the Force is still waiting to

exchange contracts on the purchase of the land and then to successfully apply for planning consent in respect of the Central Suite.

- Central Justice Services will continue to work with local policing units and force departments, communities and staff associations to ensure that we achieve the best fit and best value around our future custody needs.

#### 4.18 IPCC Report on Police Contact Deaths during and after custody

- The IPCC report highlighted that the number of deaths in police custody in England & Wales in both 2011/12 and 2012/13 was 15. It was also highlighted that almost half of those who died had mental health issues. There have been no deaths in custody or following release from custody since 2010 in West Midlands Police area.
- Standards of Safer Detention within the Force have risen following the introduction of an improved quality of training for custody staff, investment in a programme of preventative structural and infrastructural work within the custody estate, a sharp focus on "learning the lessons" following near miss incidents in detention and the diversion of detainees arrested under the Mental Health Act away from custody suites direct to NHS places of safety.
- The most significant national issue raised in the IPCC report was the increase in the number of apparent suicides following custody; 64 in 2012/13, up from 39 in 2011/12, with almost two thirds of those reported to have mental health concerns. WMP recorded zero deaths of this nature during 2012/13. The Force has proactively managed a policy aimed at external agency referral where a risk of suicide is identified and introduced a pre-release risk assessment which may for example lead to a detainee being taken home and handed over to a partner or relative.

## 5. FINANCIAL IMPLICATIONS

5.1 These matters are covered in the individual department updates.

## 6. LEGAL IMPLICATIONS

6.1 These matters are covered in the individual department updates.

## 7. RECOMMENDATIONS

7.1 The Board is asked to note the content of this report

Head of Operations  
Head of Criminal Justice