



STRATEGIC POLICING AND CRIME BOARD 7th January 2014

ACC Local Policing and Service Improvement Portfolio

PURPOSE OF REPORT

1. The purpose of the report is to provide members of the Strategic Policing Crime Board with an overview of the portfolio of the ACC Local Policing and Service Improvement of West Midlands Police.

INTRODUCTION

2. This report outlines to members of the SPCB the areas that combine to make up the Local Policing and Service improvement Portfolio. 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, that are perceived to be of interest to the board members and assist in the discharge of their scrutiny and accountability functions.

AREAS OF BUSINESS UPDATES

Local Policing

3. A Neighbourhood Policing workshop was held in mid-November to refine and strengthen Neighbourhood Policing in West Midlands Police. Approximately 170 people attended from Neighbourhood Police Teams (NPT), community members and partners, plus Headquarters Departments and also Local Command Teams.
4. The Force commitment to Neighbourhood Policing was a consistent theme throughout the day. The day mixed participative discussions with effective practice sharing following the strategic themes of the Neighbourhood Policing Strategy and findings from the recent Quarterly Performance review (QPR). Defining what neighbourhood policing is, what success looks like and shaping some principles around skills & development, estates & location of Neighbourhood Team, partnership working and how we engage formed the basis of the facilitated discussions.

5. Key themes emerging include the desire for consistency and continuity within Neighbourhoods, the importance of engaging with communities and communicating information about neighbourhoods, professionalising and developing specialist neighbourhood staff and developing a performance framework with greater emphasis on qualitative measures and information.
6. Positive feedback was received about the event from those attending and the full debates that took place are currently being written up by the facilitators. The overall findings were presented at the Local Policing Leaders Forum (LPLF) in December 2013 and will be shaped into a delivery plan for sign off by ACC Forsyth in early 2014. A network of those partners and community members who attended will also be established for further consultation purposes.
7. Other key pieces of work reported elsewhere in this paper link into the LPLF for either consultative or informative purposes as does ongoing work to redefine the use of cycle patrol across neighbourhoods, the development of Independent Advisory Groups' guidance and the effectiveness of managing demand in terms of response deployment, calls for service and management of abstractions.

Anti-Social Behaviour

8. Current work in this area is focussed around on going delivery of service through the ASB silver lead Superintendent Whittaker with a separate task and finish group having recently been instigated to consider the implications for implementation of the ASB Crime and Policing Bill.
9. A key piece of work that continues is the development of a risk matrix which is currently being piloted on Birmingham East and Birmingham West & Central LPUs. The form is being re-vamped to include an additional weighting of location to take in to account priority areas. Organisational Service Department (OSD) suggests a more appropriate service is provided when the risk matrix is used, OSD are providing further analysis. The Contact Centre and Birmingham Community Safety Partnership and Housing Associations across Birmingham are all keen to use the same risk matrix to identify vulnerability and inform our responses to ASB.
10. A small working group has started to work on the new ASB bill and civil interventions. The group supported by OSD and Legal Services will seek to achieve a consistent approach with partners regarding Local Authorities roles in managing ASB. Supt Whittaker will be attending Greater Manchester Police with OSD to establish the learning from the pilot sites for the ASB Bill. There is a strategic group running to look at the implications for the Force and our Community Safety Partnership's across the West Midlands.
11. The ASB communications strategy has seen an article in Newsbeat regarding the 'What happens next card' and Contact plans. The ASB Intranet page is being populated with informative literature for LPUs.
12. Current ASB satisfaction performance is 77.1%, (rolling 12 months) which is a slightly upward trend from November 76.4% and September 71%. A number of hypotheses are being examined for the significant reduction in performance seen in September through the Satisfaction Gold Group and this is examined elsewhere in this paper.
13. The ASB Manual of Standards is being refreshed by the ASB coordinators group and will be complete by the end of December 2013.

Confidence

14. The Confidence force delivery plan has matured and albeit still a working document subject of continuous review via the Board, the vast majority of LPU/Departmental tactics are now Red Amber Green (RAG) status green. The Force OSD Quarterly Performance Review (QPR) process which came to a conclusion in November reported back very positively with only two areas of delivery in need of greater focus and energy.
15. The evidenced base academic study (You Said, We Did, We Listened methodology) will draw to a conclusion in March 2014. Initial data has been secured i.e. three points of reference thus far, which was shared with respective experimental Neighbourhood Policing Teams (NPT) at the second structured coaching day during August 2013. This data was further shared at the Force Confidence Board meeting held on 20/9/2013 where Supt Bas Javid (academic lead) presented the mechanism used for the study and initial observations.
16. The bottom four LPU'S i.e. those with the greatest opportunity to improve (Birmingham West & Central, Wolverhampton, Walsall & Coventry LPUs) are still subject to locally driven delivery plans i.e. Key Driver Analysis & tactics in line with that feedback specific to area's within respective LPU'S and subject to debrief at ongoing Board meetings with Coventry LPU being lifted out of the bottom four. The remaining six LPU'S have also been furnished with said data and are responding accordingly with their local plans.
17. Signals From Noise training has been delivered to all LPU OSD Inspectors with the aim of developing greater understanding of the data and importantly, how to interpret and adjust local NPT delivery in line with that data, with the overall aim of uplifting confidence figures across the LPU. The expectation is that OSD Inspectors drive this training. Sandwell LPU is currently piloting new approach based upon NPT sergeant feedback for all NPT sergeants which simplifies the whole process which will be tabled at the next Confidence board.
18. The Force internal "Pride In Our Police" survey is now complete and LPU'S/Departments have been furnished with their specific results. The expectation is that the results will influence the work of the local Sergeants Forum i.e. "Pride In Our Police" Forum and as such drive activity from the ground upwards with Confidence in mind and in line with current strategic thinking.
19. The Neither/Nor work is in progression with local communication plans now developed and being implemented within Birmingham West & Central, Wolverhampton, Walsall & Coventry LPUs with Force Communication taking the lead. Hilary Hopker will feedback progress at the next Confidence Board meeting Scheduled for February 2014.
20. A NPT Inspector & Sergeant Snap Survey has been developed that examines how each NPT assesses, engages, acts and feeds back its communities and the priorities it tackles. This was signed off for circulation post the internal staff survey and the expected delivery date is December 2013. Results will be subsequently analysed by Force OSD and managed via the Confidence Board.

21. Current threats to the project/experiment and subsequent role out:

- Force reluctance to revisit the current survey methodology based upon feedback from the academic study.
- Force capacity specific to producing bespoke NPT Mosaic data.
- Delivery of fully automated NPT websites (ICT capacity).
- LPU Communication officer capacity post implementation of the You Said, We Did, We Listened methodology (based upon a structured debrief and feedback)
- Organisational trust in local NPT sergeants to fulfil the role of local press, media and marketing lead (Based on feedback from LPU Communication Officers) and to include Twitter Feeds.
- Training and Coaching of all NPT Sergeants in the You Said, We Did, We Listened methodology post experimental results and analysis i.e. ACPO and LPU Commander buy in and my capacity to deliver.

Satisfaction

22. In response to a recent sustained decline in performance for both Crime and ASB satisfaction a Gold Group was initiated and continues to meet bi monthly to understand the deterioration and make appropriate amendments to reverse the decline.
23. One of the issues identified was the capacity to deliver a consistent number of surveys via the Quality of Service Bureau. Following intervention the Bureau is almost up to full strength and has conducted almost 1100 successful calls across both surveys during November compared to 640 the previous month.

ASB

24. There was a slight drop in the rolling twelve month milestone to 77.1% in respect of ASB performance compared to the milestone of 80% mainly due to losing last November 84.9% out of twelve month rolling total.
25. The overall satisfaction has improved in month to 76.4% compared to 71/72% in previous two months.
26. Due to the time when the survey results become available there is always a “reporting lag” and therefore the high demand of both calls for service and high risk incidents in July is thought to be a factor in the drop in ASB Satisfaction in September and October.
27. As both September and October questionnaires were based on July incidents, it is considered a reasonable inference that the potential for Neighbourhood officers not being fully available for their core roles was compromised due to Force mobilisation and deployment of officers to at risk locations such as mosques or back filling into response. The monthly drop in feedback and action taken in September and October are therefore likely to be because of this.

Crime

28. Satisfaction with Crime remains a risk with 80.3% in November 2013 compared to current monthly average of 84%.
29. Last November Crime satisfaction was also high at 87.8% which has now dropped out of the rolling 12 months average with December satisfaction at 90.1% being removed at month end, a further deterioration in overall performance is anticipated.
30. Considerable effort has been made to understand the substantial fall in vehicle crime satisfaction which is a significant component of overall satisfaction. It is believed that current recording practices have contributed to a step change down to 75.4% with November being the second lowest month.
31. Satisfaction when Vehicle Crime is removed is approx 87% however as the last 7 months have been below average the Gold Group is exploring a range of interventions to seek to address this.

Force Contact - 5Ci

32. Force Contact continues to develop as a corporate function with the aspiration to deliver the highest standard of service to the public.

Non Emergency Contact Centres

33. The two new Contact Centres at Lloyd House and West Bromwich went live on the 20th November 2013, bringing together staff from Force Contact Centre Lloyd House and the call handling function on LPU'S. To bring about a change in culture as well as structure, all staff have undergone training in recognising and addressing risk and vulnerability, and also resolving issues at the first point of contact whenever possible.

34. The Key risks associated with this major change are:

- Performance.

The number of calls answered within the requisite time has dipped slightly as staff adapt to the new processes, however this is steadily returning to previous levels.

- Assessment of staff

Staff transferred into the new Contact Centres are now coming to the end of their four-week assessment period potentially some will not make the requisite standard. To mitigate this risk and to fill existing vacancies, Force Contact has a recruitment and training process underway. The standard of recruits is high with many coming from a call centre background or having other relevant experience.

Emergency

35. The Service Desk Loadshare, which was introduced Force wide in July 2014, continues to deliver a high quality of support to operational officers, ensuring they have immediate access to the services, such as PNC and intelligence checks needed in their day to day work.
36. Until the outcome of Innovation and Integration Partner (IIP) is known, Force Contact will continue to explore only options for improving the efficiency of the Resource Allocator and Dispatcher (RAD) and Service Desk functions which do not involve structural change.
37. Supervisory resilience within Force Contact has previously been raised as a risk; 13 new temporary sergeants have now been recruited, inducted and deployed to LPU Contact Centres.

Front Offices

38. The restructuring of the Department has left short term gaps in the staffing of front offices. These are currently being covered by some of the police officers due to be released from Force Contact and returned to operational duties by March 2014. A recruitment process is underway with one induction course started and a further two planned for January 2014. The first tranche of 28 police officers will leave Force Contact in January 2014.
39. There is a procurement process ongoing to secure the services of an expert external company to undertake footfall and internal demand research. This has gone out to tender and two companies have presented their bids including proposed methodology on the 12th December to a panel made up of representatives from Force Contact and Procurement. The contract will be awarded on or before 13th January with a contract commencement date of 3rd February.

A Week in the Life

40. 'A Week in the Life' was a major review of the use of resources undertaken by Force Contact and OSD. It highlighted potential areas for improvement and the two departments continue to work through the data to ensure that opportunities to improve efficiency are not lost.
41. This work will be co-ordinated with the resource and demand work being lead by Superintendent Clews and reporting in to the Local Policing Governance Board.

Integrated Offender Management

Offender strand

42. All local authority areas are continuing to reduce recorded re-offending rates significantly further than the levels predicted by Ministry of Justice models. These levels have now been maintained for over 12 months. Latest figures published on 22/11/2013 have our 7 Local Authority areas ranked nationally as below:-

1	Dudley
3	Sandwell
8	Coventry
9	Wolverhampton
13	Solihull
14	Walsall
29	Birmingham

43. The College of Policing stock take was very supportive of the current WMP position. Specific reference was made to strong governance and partnership arrangements and to the co-ordinated approach to enforcement, prevention, deterrence and rehabilitation pathways. Key recommendations included:-

- Review Corvus Scoring and consider extending focus to include other offence types.
- Consider means of developing a performance framework.
- Consider how to deal with offenders coming off statutory supervision and / or identified as high risk.

44. A clear risk for Integrated Offender Management going forward is the impact of probation charges under transforming rehabilitation which continues to be unclear as it was at the last update in July.

Restorative Justice

45. Restorative Justice (RJ) has been successfully piloted in Birmingham and will now be rolled out across the rest of the Force area. This will place the Force in a good position for when The Crime and Courts Act 2013 places pre-sentence RJ on a statutory footing for the first time. It will make it explicit that the courts will be able to use their existing power to defer sentencing to allow for an RJ activity subject to the willingness of both victim and offender.

46. National and local experience suggests that the neighbourhood and restorative justice agenda can, and will, save time both for the police and the public. There are significant gains to be made for both the Police and the wider Criminal Justice system including potentially that it will increase satisfaction. Initial feedback from victims is starting to show that restorative justice can, and will, increase victim satisfaction. Some victims are now even asking why it was not offered earlier.

47. Ministry of Justice research of a number of Restorative Justice Pilots nationally found that 85% of victims that participated in the conferencing method of Restorative Justice were satisfied with the experience. It also found the process was associated with an estimated 14% reduction in the frequency of re-offending.
48. The most scientific example of progress in re-offending reduction to date is contained within The Turning Point project. This is being run with Cambridge University, is Birmingham based and has yet to be evaluated but it has enormous potential to reduce re-offending rates and is now being expanded to take on non-arrest cases. We are also working with Coventry University to evaluate the impact of our IOM pathways on the level of threat and risk presented by existing offenders currently scored as either high or medium. The results of this latter piece of work are expected in February.

Customer Service Strategy

49. The Customer Journey name has been changed to Customer Perspective. We are now moving into a phase of initial implementation.
- The new domestic abuse policy was implemented on Monday 9th December. Within this is a piece of work identified in the customer journey report regarding initiating civil interventions for victims. This has now been adopted as Force policy.
 - Work is also underway with the Front office review to identify demand and need. This will establish a clear direction for public access and quality service.

Hate Crime

50. In respect of Hate Crime, the "Crimes" system presently allows the actual religion of the victim to be recorded but not the perceived religion of the victim by the offender. In cases of Religious Hate Crimes this can, at times, be different due to the offender's perception, so the data currently recorded provides an inaccurate picture.
51. In recognition of the importance of identifying which religion is targeted, in respect of these crimes, work is being undertaken to amend Crimes. This work will allow the actual and perceived religions to be included, the list of religions to be extended and also have the vulnerability matrix enabled for all Hate Crimes. This work is due to commence in January.
52. In 2012 Hate Crime equated to 1.5% of the Total Recorded Crime (TRC) with 1811 crimes reported. Of those 57 offences (3.1%) had the Religion Involved (RI) Special Interest Marker.
53. To date, for the period 2013/14 1.8% of the Total Recorded Crime (TRC) equates to 2172 crimes, of which 63 (4%) have the Religion Involved (RI) Special Interest Marker.
54. Currently, the Force captures the religion of all victims and as can be seen below, of the 61 Religion Involved Hate Crimes for 2013/14, 43% of the victims are of Islamic faith.

55. This is an increase in comparison to 32% in 2012/13, which equates to 9 offences.

	2012/13		2013/14	
	No.	%	No.	%
AGNOSTIC	0	0%	1	2%
CHRISTIANITY	4	7%	6	10%
HINDUISM	2	4%	2	4.8%
ISLAM	18	32%	27	43%
JUDAISM	3	5%	1	2%
SIKHISM	7	12%	5	8%
UNKNOWN	9	16%	4	6%
BLANK	14	25%	16	25%

56. We have reviewed our recording process to establish how best to capture the 'perceived' religion involved in a religious hate crime report. We will be making changes to our Crimes system to capture all five hate crime strands and include the 'perceived' religion of the victim, as well as the actual.

- Racial
- Religious – Perceived Agnostic
- Religious – Perceived Buddhism
- Religious – Perceived Baha'i
- Religious – Perceived Christianity
- Religious – Perceived Confucianism
- Religious – Perceived Hinduism
- Religious – Perceived Islam
- Religious – Perceived Jainism
- Religious – Perceived Judaism
- Religious – Perceived Paganism
- Religious – Perceived Sikhism
- Religious – Perceived Taoism
- Religious – Perceived Zoroastrianism
- Disability
- Homophobic
- Transgender

57. This will offer us a clearer picture of the hate incidents, as well as intelligence and understanding, which we will be able to share with the public. The development will also provide access to vulnerability assessment which will enhance the service we offer to specific victims.

58. The enhancement has three specific phases:-
- a. Technical changes – the relevant authorities have been obtained and we are confident that this data capture will commence prior to the next performance year.
 - b. Once these changes have been completed there will be a testing phase
 - c. Training will be given to staff in order to raise their awareness of the changes made and importance of providing accurate information
59. In addition to this, a presentation on Hate Crime has been delivered to all of the Non Emergency Contact Officers, and to Visitor Handlers as part of their 8 day induction training, prior to them starting in the new Contact Centres / Front Offices. Representatives from the Disability and Transgender reference groups have played a significant role in developing the staff understanding of Hate Crime through scenario based exercises and discussion of their previous personal experiences. This is now to be delivered more widely to other Force Contact staff and Force Departments, in encouraging the early recognition of Hate Crimes and opportunities to apply for enhanced sentencing.
60. A Hate Crime Awareness Day is planned for Mid March in to early April 2014 using the Geese Theatre Company so that learning can be achieved through scenario based exercises and interactive discussion. Representatives from the wider Force Contact, LPU, Force departments, Local Authority Leads and the Bi-Regional Working Group are to be invited as are guest speakers Baroness Tanni Grey-Thompson and Malala Yousafzai.

Priority Areas

61. The work on Priority Areas has continued since the last update with the appointment of Superintendent Long as the new silver lead.
62. An intensive programme of activity including a sharing best practice away day, QPR and peer reviews were conducted earlier this year. Each Priority Area has an individual delivery plan outlining key objectives supported by detailed intelligence products and the use of a hypothesis testing methodology which ensures a specific and targeted problem solving approach.
63. The 31 Priority Areas across the Force focus on reducing recorded crime as well as problem solving issues which improve the overall environment and living conditions. These include homelessness, education, unemployment and health problems.
64. The Priority Area governance structure brings partners and communities together; planning and accountability sits within a strategic group providing oversight and direction. Each Priority Area has its own tactical delivery group which is responsible for reporting in to the strategic governance structure.
65. Each Priority Area has a multi agency partnership delivery plan outlining short/medium /long term goals for each area with clearly defined outcomes and a performance framework.

66. Looking forward to 2014 the force will create capability by developing evaluation and commissioning skills within teams, use of Proceeds of Crime Act (POCA) funding directed towards the Priority Area Programme work with partners to understand the impact of Welfare Reform and map communities to understand super diversity within Priority Areas.
67. Under the new lead this subject area will be reinvigorated and the Priority Area Programme Board will work with LPU'S to simplify their mission to reduce crime and demand on their Priority Areas and work with communities and partners to embed long term community led multi-agency problem solving initiatives. Innovative and radical problem solving initiatives deployed in Priority Areas will link into other force wide work strands, such as the Troubled Families Programme to deliver a high quality Neighbourhood Policing service across communities in the West Midlands.

Troubled Families

68. A change mandate has been submitted to the Organisational Change Programme Board to seek project and specialist support for the Troubled Families Programme, specifically to:
- develop the means to ensure appropriate officers and other staff are aware of individuals who make up the TF cohort so that they might fulfil their associated responsibilities;
 - collate and share relevant intelligence with partners to inform the family needs assessment and intervention plans;
 - coordinate policing activity in respect of the TF cohort and
 - Assess WMP contribution to the wider TF programme.
69. Building on the principles and practices of Troubled Families, specifically the ultimate aspiration to gradually, over time move to a model of early help and intervention, resources are also sought to support a parallel project in relation to referral pathways.
70. A crude quick time review of referral pathways across the Force indicates there are in excess of 15 different pathways for referring individuals or families requiring support in addition to that provided by the police. The pathways have developed in an ad hoc, incremental fashion and are not well understood or in turn utilised by frontline staff. Appropriate referrals aid genuine problem solving, coordinating the activities of support services to address symptoms rather than just the causes of issues impacting on individuals, families and communities. If effective, referral pathways can address problems which plague communities and otherwise represent a significant draw on the services of the police and partner agencies. It is proposed that a system for streamlining and coordinating referral pathways be developed and complimented with supporting IT and training.
71. A referral portal is being trialled on Birmingham North LPU from Monday 9th December 2013. Project support is requested to benchmark the current position, review the pilot portal and capture associated costs, risks and benefits and if beneficial support Force rolls out. It is anticipated that such a portal combined with learning from the Turning Point Project could also have significant use in assisting with community remedies as part of the ASB Crime and Policing Bill.

Police Community Support Officers (PCSOs)

72. The PCSO recruitment process is now at the stage of vetting and final ratification of those selected through the interview process and deemed appropriate to appoint.
73. The process for interview stage relied exclusively on the availability and commitment of Local Command Team's and staff from Local Policing Units, which in terms of demand on time was and is deemed extraordinary for day to day business. The moderation process provided a further ability to hone the numbers of acceptable candidates and we have 'top sliced' those scoring within the agreed higher brackets to continue through to vetting as well as provide a large enough pool to manage a potential 15% failure rate.
74. The key risks are captured comprehensively in the project documentation but are briefly summarised as follows.
75. Interdependencies: No capability for any delays, demands on current staff and capability to effectively undertake vetting and other emerging issues. Impact on Learning and Development course dates which are set.
76. Risk/Opportunity: Future delivery for PCSO's – structure, performance management, consistency
77. PCSO's will require a tutor after initial training it is anticipated that a tutor PCSO course will need to be run. The capacity is available to deliver this training and LPU's have been provided with the allocation model to start to plan and inform Learning and Development (L&D) regarding their tutor requirements.
78. Learning & Development have also been requested to refresh and provide a one day training course for all current PCSOs with an opportunity for NPT Sergeants to attend. This is in order to ensure all staff are aware of and have an input into new designated powers, revise on other powers with special focus on those designated for a traffic warden and additional opportunities to focus around problem solving using Operation Savvy and Swordfish, search tactics, reduction and prevention and communication and engagement. The training course is still being finalised and the draft plan is due to be taken to the next Local Policing Governance Board for sign off.
79. The Force has recently responded to the consultation on proposals for expanding the role and powers of Police Community Support Officers this was shared with the Office of the Police and Crime Commissioner (PCC).

Mental Health

80. One of the key areas of development in this field is the commencement of the Mental Health Triage Pilot in January 2014. The objective is to develop an early recognition of Mental Health Issues which determines the most appropriate response using a multi-disciplinary team.
81. Anticipated outcomes include improving confidence in the way we deal with persons suffering from mental ill health and to promote a more holistic approach to persons who have mental ill health, whilst also seeking to reduce the number of serious offences committed by persons who have mental ill health. It is anticipated that the pilot will improve the service we deliver to persons who have mental ill health and create a position where mental ill health is dealt with as core policing business.

82. Planned activity over the coming weeks will see The Street Triage Pilot commence on Monday 6th January 2014. A National Place of Safety Conference is being organised for 23rd January 2014 which will attract national spotlight on the good work in West Midlands and aim to create a peer review process. A Web page is being developed with most up to date information and guidance for staff and a Continuous Professional Development Day is being co-ordinated for February 2014 for all staff. Suicide prevention work is now on going in Birmingham with a number of statutory and voluntary agencies involved this is linked into British Transport Police as part of our Street Triage Pilot and engaging in their national level working group.

FINANCIAL IMPLICATIONS

83. There are no financial implications.

LEGAL IMPLICATIONS

84. There are no legal implications.

RECOMMENDATIONS

85. The Board is asked to note this report.

ACC Garry Forsyth
Local Policing and Service Improvement