

**WEST MIDLANDS
POLICE AND CRIME
COMMISSIONER**

**POLICE AND CRIME
PLAN**

With variations as agreed on

(date to be inserted following decision by the
Commissioner to issue a varied Plan)

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1 Introduction

In March 2013 I agreed my Police and Crime Plan which set out my police and crime objectives. In that plan I said I would take the opportunity to review it on an annual basis to ensure the priorities within it continued to reflect the needs of those who live and work within the West Midlands.

I would like to thank all those who have contributed to that review process. In particular I wish to acknowledge the work undertaken by partners who have taken forward my manifesto commitment to establish community-led local policing and crime boards, through which local priorities have been collated.

This has resulted in this updated plan which reflects those local priorities. In addition, the review has had to take account of the financial settlement given to me by the Government. I continue to challenge vigorously the Government's existing funding arrangements which once again disadvantage those who live and work in the West Midlands. The milestones and objectives within my Plan have also been reviewed in the light of the Force's performance over the last twelve months.

As a major metropolitan force, West Midlands Police continues to contribute 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. The plan details how the Chief Constable and I will ensure we contribute to this strategic need.

The plan continues to set 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 welcome feedback on your experience of policing in the West Midlands. My website can be found at www.westmidlands-pcc.gov.uk or you can contact me using the details provided at the end of this plan.

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
- 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
- views of local people, including victims of crime, making use of the work done by local policing and crime boards, the Commissioner's office, West Midlands Police, public engagement by the Commissioner and the Deputy Commissioner through social media, 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, which ends in May 2016. 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 is built upon local plans for each of the local authorities within the Force area. As each local policing and crime board agrees their local plans these will be appended to this plan.

Prior to being finalised the variations to the plan agreed in March 2013 have been reviewed and commented upon 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. Summary of variations

This plan contains a number of milestones and deliverables which have now been reviewed and are summarised below. The rationale for changes is contained within each 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.

2013-14	2014-15
<p>Improving public confidence in policing</p> <ul style="list-style-type: none"> • 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 	<p>Improving public confidence in policing</p> <ul style="list-style-type: none"> • Increase confidence in policing • Improve perceptions of safety • Identify and tackle aspects of policing that have an adverse impact on confidence • Implement the stop and search action plan influenced through summits and other local consultation. • Improve confidence in the way that complaints against the police are investigated • Encourage the reporting of crimes and incidents that are under-reported • Continue to ensure the accuracy and integrity of incidents reported as crime
<p>Creating stronger partnerships</p> <ul style="list-style-type: none"> • 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 	<p>Creating stronger partnerships</p> <ul style="list-style-type: none"> • Provide grants to local authority areas to enable the delivery of crime and community safety outcomes through the work of local policing and crime boards • Improve engagement with health and business partners • Further develop evidence-based policing linking with the College of Policing, universities and other forces. • Explore opportunities to improve the response to serious and organised crime including working collaboratively with regional forces and the National Crime Agency • Work with safeguarding partners to improve the outcomes for vulnerable people • Improve the quality and sharing of information with partners

	<ul style="list-style-type: none"> • Ensure we work with partners to effectively manage the risks associated with the emerging national Transforming Rehabilitation strategy, where offenders are managed in the community
<p>Developing greater local identity across the West Midlands</p> <ul style="list-style-type: none"> • Work with local partnerships to establish local policing and crime boards in each of the seven local authority areas 	<p>Developing greater local identity across the West Midlands</p> <ul style="list-style-type: none"> • Support the newly formed local police and crime boards to strengthen their identity in the local community • Work with local policing and crime boards to deliver the outcomes contained in their local policing and crime plans • Tackle locally identified concerns such as anti-social behaviour, speeding, inconsiderate parking, off road motorbikes, drugs, vehicle crime and burglary • Establish the work plan for the Youth Commission, integrating its role into the work of the Commissioner • Implement the action plans agreed following the series of summits held in 2013-14 • Improve diversity throughout the Force, through recruitment and development opportunities, to better reflect the community
<p>Delivering better value for money</p> <ul style="list-style-type: none"> • 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 diversity throughout the Force through the recruitment and progression processes 	<p>Delivering better value for money</p> <ul style="list-style-type: none"> • Implement invest-to-save schemes that enable more efficient working practices • Develop a workforce that meets future needs • Develop people who are capable and effective in delivering their roles • Improve productivity of staff and assets • Continue to explore opportunities with Innovation and Integration Partners (IIP) to harness innovation and improve service delivery

	<ul style="list-style-type: none"> • Improve productivity of staff and assets
<p>Demonstrating the Force's commitment to social responsibility</p> <ul style="list-style-type: none"> • Introduce a fleet of 'green' cars that are efficient and are better for the environment • Consult on the procurement strategy to influence the economic wellbeing of the area • Increase the involvement and work with voluntary, third sector and community partnerships in priority areas helping to keep crime down 	<p>Demonstrating the Force's commitment to social responsibility</p> <ul style="list-style-type: none"> • Evaluate the use of our 'green' cars and their impact on the environment • Complete the consultation on the procurement strategy to influence the economic wellbeing of the area • Increase the involvement and work with voluntary, third sector and community partnerships in priority areas helping to keep crime down • Introduce apprentice schemes in areas of policing where this can be supported
<p>Reduce crime and offending</p> <ul style="list-style-type: none"> • Reduce overall crime by 5 per cent. • Reduce violent crime where injury is caused by 8 per cent. • Reduce burglary by 8 per cent • Reduce crime in high crime priority areas by 7 per cent • Support local and national projects aimed at understanding which interventions are effective at reducing low level offending 	<p>Reduce crime and offending</p> <ul style="list-style-type: none"> • Strive to have our lowest ever crime levels. • Encourage the reporting of crimes from vulnerable victims, such as those subject to domestic abuse, hate crime and sexual exploitation. • Reduce public place violence by 5 per cent • Reduce property related crime, with a focus on burglary (reduce by 2 per cent), robbery (reduce by 5 per cent), thefts relating to vehicles and business crime¹ • With partners, tackle the locations and people that contribute the highest crime levels and demands on public services
<p>Better protecting people from harm</p> <ul style="list-style-type: none"> • Reduce the harm caused by gangs and organised crime groups by continuing to target them • Reduce the harm caused by terrorism 	<p>Better protecting people from harm</p> <ul style="list-style-type: none"> • Working with partners reduce the harm caused by gangs and organised crime groups by continuing to target them • With partners reduce the harm to

¹ There is no reduction set for vehicle crime in this plan. The definition for business crime is under review therefore 2014-15 will be a baseline year.

<p>by continuing to target them under the local and national strategy</p> <ul style="list-style-type: none"> • 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 	<p>vulnerable victims.</p> <ul style="list-style-type: none"> • Reduce the harm caused by terrorism by continuing to target them under the local and national strategy in partnership
<p>Improving the service the public receive from the police</p> <ul style="list-style-type: none"> • Increase satisfaction with services provided relating to crimes • Increase satisfaction with services provided relating to anti-social behaviour (ASB) • Implement a customer services strategy drawing from the Victims Summit and the Customer Journey to deliver further improvements • Develop strategies to reduce repeat victims of crime and anti-social behaviour 	<p>Improving the service the public receive from the police</p> <ul style="list-style-type: none"> • Increase satisfaction with services provided relating to crimes • Increase satisfaction with services provided relating to anti-social behaviour • Develop work to improve victims services, supported by specific funding from the Police and Crime Commissioner • Implement the Code of Practice for Victims • Develop strategies to reduce repeat victims of crime and anti-social behaviour • Seek new opportunities to improve public accessibility to policing services
<p>Supporting stronger communities</p> <ul style="list-style-type: none"> • Reduce business crime by 6 per cent • Work with our partners to further reduce crime on the transport system • Strengthen the ability to work with partners on the Troubled Families programme 	<p>Supporting stronger communities</p> <ul style="list-style-type: none"> • Work with our partners to further reduce crime on our transport network by implementing the partnership Safer Travel Plan • Improve our ability to work with partners to identify early intervention opportunities within communities,(the Troubled

<ul style="list-style-type: none"> Review police community support officers' powers and deployment 	<p>Families programme, the Mental Health Triage and the mental health nurses posted into police stations in Coventry being such examples)</p> <ul style="list-style-type: none"> Develop community capacity to deal with local issues Respond to issues from the summits convened by the Police and Crime Commissioner
<p>Ensure an effective contribution to national policing</p> <ul style="list-style-type: none"> 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 	<p>Ensure an effective contribution to national policing</p> <ul style="list-style-type: none"> 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 Ensure the public of the West Midlands benefits from the work of agencies across the national policing landscape i.e. National Crime Agency, College of Policing, Home Office Immigration Enforcement, Action Fraud and Counter Terrorism. Establish a Regional Organised Crime Unit (ROCU) to meet our national requirement

4 The Police and Crime Objectives

4.1 Improving public confidence in policing

Deliverables and Milestones for 2014-15:

- **Increase confidence in policing**
- **Improve perceptions of safety**
- **Identify and tackle aspects of policing that have an adverse impact on confidence**
- **Implement the stop and search action plan influenced through summits and other local consultation**
- **Improve confidence in the way that complaints against the police are investigated**
- **Encourage the reporting of crimes and incidents that are under-reported**
- **Continue to ensure the accuracy and integrity of incidents reported as crime**

The deliverables and milestones have been revised to reflect public consultations and national concerns that have emerged around the integrity of incidents reported as crimes.

We regularly conduct independent surveys of the public and these demonstrate that West Midlands Police enjoys high levels of public confidence, currently at 82 per cent², but this is hard won and can easily be lost. We believe the public are more likely to report incidents and work with the police when they have confidence in policing, so it is right that we treat this as a priority. It is our ambition to increase levels of confidence from the public. Work is underway to better understand the drivers for improving confidence through evidence-based research in a small number of localities and the learning from this will be included in our Force confidence plan.

We recognise there are many factors that affect public confidence and they differ from individual to individual. Some aspects are influenced by local policing such as our quality of service; other factors are not always in our control because they are national in nature and are difficult to differentiate from local policing. A few high profile national incidents can detract from the routinely excellent work carried out by those delivering local policing services.

Nevertheless, our consultations, including the summits facilitated by the Commissioner, have shown there are issues that can erode confidence. Stop and search is one such example. We will implement the findings of national and local reviews in an action plan over the coming year.

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

There are strong links between complaints against the police and public confidence. We will therefore work to put integrity at the heart of relationships with the public because everyone has a right to expect the highest ethical standards from officers and staff. It is important that we learn from the issues the public tell us about so we are more likely to get things right in the future. The Commissioner's Strategic Policing and Crime Board will monitor complaints and allegations of misconduct against officers and staff.

Our research has shown there are a number of under-reported crimes often related to the most vulnerable individuals. Domestic abuse, hate crime and child sexual exploitation being a few examples. This not unique to the West Midlands but is a national concern. In August 2013 we launched Operation Sentinel aimed at reducing vulnerability in a range of areas; the learning from this is being implemented and mainstreamed.

There are over 74,000 incidents reported to West Midlands Police on a monthly basis and each of these are categorised. Some can be easily determined and recorded as crimes and anti-social behaviour others are less clear and open to interpretation. We are determined to ensure the public have confidence in our classifications. There are monthly audits carried out by a central team to ensure integrity and consistent application of Home Office guidance.

In addition Her Majesty's Inspectorate of Constabulary (HMIC) regularly inspects crime data integrity as part of a national inspection regime. In their last inspection in 2012³ they commented "The force had a strategy for capturing crime and incident data, and HMIC found that the basic information recorded on incidents and crimes complied to an excellent level with the National Crime Recording Standards. The quality of incident and crime records was high; samples indicated that incident records contained good quality data and that crime classifications were being recorded correctly".

Not only is it important that the public have confidence in their police and are safe but also that they feel safe. We measure perceptions through our Feeling the Difference surveys and ask questions about how safe the public feel during the day and at night. We understand that feeling fearful can have a profound and debilitating impact on the way people live their lives. Central to addressing concerns and reassuring communities are the newly formed local police and crime boards.

The Commissioner continues to play his part in consulting widely with the public and scrutinising on their behalf. His engagement summits, such as those around young people and stop and search, have led to the development of a number of action plans which are referenced in sections 4.1, 4.3 and 4.9 of this plan.

Nationally, the Crime Survey of England and Wales is used to gather the views on confidence from victims of crime. This also allows comparisons between forces. The sample size of this survey is relatively small and the questions are centrally set. West Midlands Police have invested in a more detailed independent perception survey called 'Feeling the Difference'. This allows a wider assessment of public confidence, including an ability to drill down to more local issues such as stop and search, through additional questions. The survey results allow neighbourhood teams and other locally delivered policing services to focus on public confidence from a local view.

³ HM Inspectorate of Constabulary (HMIC) is an independent inspectorate, inspecting policing in the public interest. The Home Office sets standards for both crime and incident recording. The National Crime Recording Standard (NCRS) is underpinned by the Home Office Counting Rules (HOCR). These aim to provide consistent standards in all forces and an approach to recording crimes that is based on the needs of the victim.

4.2 Creating stronger partnerships

Deliverables and Milestones for 2014-15:

- **Provide grants to local authority areas to enable the delivery of crime and community safety outcomes through the work of local policing and crime boards**
- **Improve engagement with health and business partners**
- **Further develop evidence-based policing linking with the College of Policing, universities and other forces**
- **Explore opportunities to improve the response to serious and organised crime including working collaboratively with regional forces and the National Crime Agency**
- **Work with safeguarding partners to improve the outcomes for vulnerable people**
- **Improve the quality and sharing of information with partners**
- **Ensure we work with partners to effectively manage the risks associated with the emerging national Transforming Rehabilitation strategy, where offenders are managed in the community**

The deliverables and milestones have been revised; reducing reoffending is now part of 4.6 Reducing Crime and Offending and additional ones have been added to reflect partnership areas for greater attention.

Delivering effective services requires strong working relationships across a range of partners so that opportunities can be realised. Over the past year we have been working harder with existing partners and exploring new opportunities with others.

The Commissioner encouraged the creation of local policing and crime boards where local concerns could be raised, prioritised and addressed. Each of the seven West Midlands local authority areas now have these local boards in place with funding provided by the Commissioner. These boards are now beginning to play their part, influencing priorities and delivering outcomes contained within their own local policing and crime plans.

The majority of drugs, crime and community safety funding that the Home Office provides ended at the end of the 2012-13 financial year and moved to the Commissioner in the form of a Community Safety Fund in 2013-14. These monies were “passported” to community safety partnerships. The Community Safety Fund was subsumed within the main police grant for 2014-15. However the Commissioner has committed to awarding grants to each of the local authority areas at the same cash levels as given in 2013-14. The allocations for 2014-15 are shown in Table 1

To be added once budget agreed

The Force is working with Public Health England to examine ways to combat violence and are engaged on health and well being boards and Mental Health Trusts and is seeking to explore prevention opportunities by working with businesses at local and national levels.

When we look carefully at the demand on policing the locations and people that drive this demand we find they are often the same for other public service providers. For example 20 per cent of demand on policing is mental health related. The impact is also felt on the Ambulance Trust Service, local authorities, Mental Health Trusts, primary and secondary care services, the Fire Service and housing providers.

During 2013 the Commissioner held a Mental Health and Learning Disabilities Summit that initiated activities to more effectively share information amongst partners and carry out joint training to improve the service delivered to people suffering from mental ill health. In addition, the Force is part of a Mental Health Triage pilot scheme where mental health nurses are based in police stations helping police officers respond to calls and identify offenders with problems. The objective is to develop early recognition of mental health issues to determine the most appropriate response. The 'No Health Without Mental Health' strategy, published in 2011, placed an emphasis on diverting people with mental health issues away from the criminal justice system. The suitability of police custody blocks have long been questioned as appropriate places of safety for those suffering from mental health issues. The triage pilot is already seeing diversions away from police stations.

West Midlands Police has been at the forefront of evidence-based policing research to help improve policing services. Academic partners bring scientific methodology and research to policing where new ways of working can be identified. We are currently working with Cambridge University on how to divert offenders through a 'turning point' initiative for which there is a great deal of national interest. Two research fairs, to identify further opportunities, were held during 2013. This work will be progressed further during 2014-15 in association with the College of Policing, local universities and other forces. It is our ambition to commission further research with other interested parties and support the formation of regional research hubs with the College of Policing.

The National Crime Agency became operational in October 2013 with the aim of preventing and detecting serious organised crime. This includes working with West Midlands Police to tackle organised crime, fraud and economic crime, child sexual exploitation and border issues operating across force boundaries.

West Midlands Police is the lead force for the West Midlands Regional Organised Crime Unit (WMROCU) which also includes Staffordshire and the Warwickshire/West Mercia strategic alliance. Its objective is to ensure the West Midlands region has the ability to share data, intelligence and personnel to enable it to operate effectively in order to deliver its responsibility in relation to serious, organised and complex crime and operate effectively in collaboration with the National Crime Agency and other statutory bodies.

The Central Motorway Policing Group (CMPG) is a flagship regional project in the West Midlands. West Midlands Police is sharing developments on 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.

Victims who are least able or too frightened to speak out are often the most vulnerable in our communities. ⁴Safeguarding is a particular high profile issue and the Commissioner invited partners to a summit in 2013 to discuss issues covering both children and adults. Actions are being taken to pursue the learning from national and local initiatives, joint training and the capacity of the police to attend boards and subgroups. Stephen Rimmer, previously the Home Office's Director of Crime and Policing, has now been employed as the West Midlands' strategic lead on child sexual exploitation. He is working with the seven local authorities, West Midlands Police, the criminal justice system and the voluntary sector to tackle the issue.

Information sharing amongst partners is key to working effectively together. Multi Agency Safeguarding Hubs (MASH) allow a better flow of information and partnership working in these areas. MASH units are emerging across all seven local authority areas.

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 implementation of the Government's Transforming Rehabilitation agenda which sees competition introduced to much of the Probation Service. The fruitful partnership between the Force and the Probation Service dealing with offender management must not be damaged during this process. The Commissioner continues to voice his concerns about the risks associated with a profit motive driving this important aspect of the criminal justice system.

⁴ A single definition of vulnerability is difficult to define. Vulnerability can vary across a range of areas and interpreted differently; there are a number of assessments used by partners to identify those most at risk. The Force is looking at how better to protect those where there is an inherent susceptibility to harm; this can apply to victims, offenders and locations.

4.3 Developing greater local identity across the West Midlands

Deliverables and Milestones for 2014-15

- **Support the newly formed local police and crime boards to strengthen their identity in the local community**
- **Work with local policing and crime boards to deliver the outcomes contained in their local policing and crime plans**
- **Tackle locally identified concerns such as anti-social behaviour, speeding, inconsiderate parking, off road motorbikes, drugs, vehicle crime and burglary**
- **Establish the work plan for the Youth Commission, integrating its role into the work of the Commissioner**
- **Implement the action plans agreed following the series of summits held in 2013-14**
- **Improve diversity throughout the Force, through recruitment and development opportunities, to better reflect the community**

A number of new deliverables and milestones have been added to reflect consultations and local community safety priorities. Tackling drugs is now included within this section instead of 7.7 Better protecting people from harm.

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 (LPU) model recognises this issue and gives considerable autonomy to the management of local policing.

The establishment during 2013-14 of community-led local policing and crime boards at local authority level built on this model with the intention to encourage politicians, community representatives, partners and the public to come together to better understand local policing and influence the way policing is delivered. The Commissioner has a commitment to listen to the views of the public and ensure they influence their local and wider policing plans.

In October 2013 the Force conducted an online survey which captured the views of West Midlands residents on the policing priorities in their area. The survey is part of an ongoing programme of consultation which also includes local police meetings where the public work with officers to set their neighbourhood priorities. This provides highly valuable feedback which is featured as a deliverable within this plan. The local community safety priorities identified are amongst the issues local safety partnerships are dealing with at a neighbourhood level. LPUs already feature these concerns in their priorities.

A series of summits were held during 2013-14 resulting in individual action plans, each of which has been considered by the Commissioner's Strategic Policing and Crime Board. During 2014-15 the action plans will continue to be implemented and monitored. Those actions are appended to this plan for information. The Commissioner intends to use the format of summits for other key issues which arise during his term of office.

2013-14 saw the appointment of seven Youth Commissioners and 2014-15 will see the Youth Commission established and integrated into the work of the Commissioner.

Locally developed policing plans will continue to drive local policing work and shape the way that force level resources are used.

During 2013 the Commissioner decided, following public consultation, to start the recruitment of 450 police officers to West Midlands Police over the coming years. The recruitment of officers presents an opportunity to aim for the new recruits to reflect the diversity and demographics of communities across the West Midlands and thereby change the composition of the workforce of the Force.

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4.4 Delivering better value for money

Deliverables and Milestones for 2014-15:

- **Implement invest-to-save schemes that enable more efficient working practices**
- **Develop a work force that meets future needs**
- **Develop people who are capable and effective in delivering their roles**
- **Improve productivity of staff and assets**
- **Continue to explore opportunities with Innovation and Integration Partners (IIP) to harness innovation and improve service delivery**
- **Improve productivity of staff and assets**

These deliverable and milestones have been revised to include the innovation partner opportunities and to develop longer term strategies to meet future workforce needs.

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. The Commissioner's campaign, Fair Deal for Policing, will continue to seek a fairer funding settlement for the West Midlands.

Despite the unfair funding, the Force has worked hard to deliver high quality services and good value for money for local taxpayers. The last four budgets have delivered £126 million of savings as part of need to save 20 per cent by 2014-15. These savings have been predominantly targeted on non-front line services, freeing up resource for operational policing services. As savings are realised however, 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 2013-14 Band D charge of £102.43 compares to an average across similar metropolitan forces of £133.52, and an average across other forces in the West Midlands region of £179.10.

2014-15 Budget

The proposed net revenue budget for 2014-15 is £553.4 million. This includes a 3 per cent increase in the police precept which is in line with inflation and represents an increase of around 5p per week for the average taxpayer.

Between 2014 and 2016 it is planned to recruit an additional 450 police officers to West Midlands Police. The proposed recruitment will also see 100 police staff brought into the organisation to release more officers into frontline crime-fighting roles. This follows the ending of the regulation that enforces the retirement of officers with more than 30 years' service. These opportunities come as a result of the savings that the force has achieved the last three years as well as the delivery of increasing levels of efficiency in policing local communities.

2014-15 Spending	£'000	% of total	2013-14 Funding	£'000	% of total
Police officers	352,479	63.7%	Government grant	475,946	86.0%
Police staff	95,085	17.2%	Council tax	66,959	12.1%
PCSOs	18,309	3.3%	Reserves	10,517	1.9%
Sub total staffing	465,873	84.2%			
Running costs	87,700	15.8%			
Income	24,409	-4.4%			
Police force total	529,164	95.6%			
WM Office of the PCC	9,258	1.7%			
Invest-to-save/IIP	15,000	2.7%			
Total spending	553,422	100.0%	Total funding	553,422	100.0%

The 2013-14 budget package also includes savings in excess of £20 million that have been achieved in current budgets. The budgeted spend for 2013-14 is shown in table

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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 is reasonable to assume budget reductions of around £20-£25 million 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 deliver 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 Information and Communication Technology (ICT). Key areas for investment include:

- Introducing new ways of working, including modern office accommodation, video conferencing, electronic file build and other paperless systems to reduce running costs and enhance flexibility and service delivery. There is a programme in place and the Birmingham central estate is the first in line for new ways of working.
- Two new custody suites are being built to meet the Force's future needs regarding more capacity replacing smaller LPU based cells thereby cutting costs and making more effective use of resources.
- Reviewing local police bases to ensure a balance between what can be afforded and the role buildings play in making communities feel safe locally. Community and partner consultation is a key component, and any proposals will be consulted thoroughly and no changes will be made unless it can be demonstrated how services will be maintained from a different location.
- Investment in ICT that enables innovation and the capability and capacity to successfully deliver significant change and a step change in outcomes. An ICT design and architecture team is now in place to support this opportunity, building for the future.
- Identify further opportunities for investment in cost effective, low carbon vehicles and appropriate vehicle management systems to reduce running costs and improve driving standards.
- Significant improvements to call handling have now been realised by centralising non-emergency call handling from eleven to two hubs, supported and enhanced by technology.
- Development of a Shared Services Centre to manage transactional processes in a more efficient and effective way. The Shared Service Centre is now up and running.
 - Procure an Innovation and Integration Partner to help meet our ambitions of delivering a first class service, whilst at the same time improving our efficiency and driving down costs.

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. The theme also addresses what the future workforce needs to look like in terms of resilience and skills. Key objectives include:

- Continue work on identifying future key skills and leadership requirements through development of a Force Succession Plan, linked to a talent management framework for officers and staff to ensure the Force remains resilient in service delivery

- Consider ways to develop workforce consultation and engagement which makes the most of officers and staff expertise in support of change programmes and in improving policing delivery
- Develop options to provide greater flexibility in relation to Force pay and benefits arrangements and more understanding for individuals of the benefits available
- As part of the police officer recruitment programme ensure that applications received are representative of local communities and meet future workforce skills requirements
- Embed measures which encourage the development and progression to deliver a more representative workforce at all levels
- Develop approaches to community engagement, which support policing delivery through work experience and taster programmes and development of existing volunteer initiatives
- Continue to work on development of future leaders at all ranks and grades, linked to ongoing review of supervisory structures and organisation

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:

- Continue the programme of workforce modernisation to allow the release of police officers to operational roles which specifically require police powers
- Develop a leadership culture which recognises excellent contributions and addresses performance and productivity issues in the workplace
- Through the New Ways of Working Programme, develop opportunities to maximise utilisation of the Force estate to improve productivity and cost effectiveness
- Improve management data available to local management teams concerning their people and resources, so they are able to effectively manage local productivity.
- Develop a long term workforce planning approach to maintain resilience in terms of deployment and skills across the police and police staff workforce
- Introduce a new approach and options to complaint resolution within the workforce to encourage matters to be dealt with at local level and at early stage to improve the work environment

Continue to explore opportunities with Innovation and Integration Partners (IIP) to harness innovation and improve service delivery

The Commissioner and Chief Constable have outlined the plans to improve technology as part of their intention to work with an Innovation and Integration Partners (IIP) on a programme to improve the quality of policing services for the communities of the West Midlands.

The force is currently in the competitive dialogue phase with potential partners at the end of which the Commissioner will oversee the award of the contract to the successful bidder. It is estimated the contract will be signed towards the middle of 2014.

Develop a workforce that meets future needs

Developing a workforce that meets future needs means firstly understanding those needs. The environment we operate in is continually changing, technological and demographic changes are taking place at rates rarely experienced, at the same time new delivery models for policing are being developed.

Predicting the skill sets and right mix of workforce, though not easy, is necessary for effective planning so we will commission work to better inform us of our future needs.

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4.5 Demonstrating the Force's commitment to social responsibility

Deliverables and Milestones for 2014-5

- **Evaluate the use of our 'green' cars and their impact on the environment**
- **Complete the consultation on the procurement strategy to influence the economic wellbeing of the area**
- **Increase the involvement and work with voluntary, third sector and community partnerships in priority areas helping to keep crime down**
- **Introduce apprentice schemes in areas of policing where this can be supported**

Introducing apprentice schemes has been added to the deliverables and milestones

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. In 2013, the Force took delivery of 30 electric cars that have zero carbon emissions to attend appointments as part of its commitment to furthering 'green' initiatives.

The Commissioner has started public consultation on his approach to procurement to ensure that he contributes to the economic wellbeing of the area. The consultation will be completed in 2014.

In addition, working with the public sector, third and private sector partners will continue to be explored to see how they could assist the Force in meeting its ambitions. In 2013 the Force began working with Public Health England to assist in reducing violent crime. Other 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 and this being explored through the Force Innovation and Integration Partner work, led by the Technology Task Force.

The people who work within West Midlands Police have an important role to play in helping to support community initiatives where possible. Local engagement and involvement is being expanded through the local policing and crime boards. Areas where the public already play a part include special constables, Neighbourhood Watch, independent advisory groups, volunteers such as Street Watch and where domestic abuse victims are supported by third sector organisations. There are many more great examples and opportunities.

The Commissioner is planning to attract a diverse range of candidates from all sections of the community through an apprenticeship scheme to give young people in the West Midlands a chance to gain valuable experience and skills of the support areas of policing.

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4.6 Reduce crime and offending

Deliverables and Milestones for 2014-15:

- **Strive to have our lowest ever crime levels**
- **Encourage the reporting of crimes from vulnerable victims, such as those subject to domestic abuse, hate crime and sexual exploitation**
- **Reduce public place violence by 5 per cent**
- **Reduce property-related crime, with a focus on burglary (reduce by 2 per cent), robbery (reduce by 5 per cent), thefts relating to vehicles and business crime¹**
- **With partners, tackle the locations and people that contribute the highest crime levels and demands on public services**

This plan will seek to reduce crime to our lowest ever levels. Though we are currently seeing a small increase in total recorded crime (1.9 per cent in 2013-14) we are still at the second lowest recorded annual levels. Our performance against other similar forces shows that we are best in class.

The plan will also reflect local concerns and those that our analysis, through the Strategic Assessment⁵, suggests should be of a greater priority. Cutting crime requires a long term approach to reducing offending.

The diagram below shows comparisons with forces the Government regards as most similar to West Midlands

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Prevention through evidence-based practices and working further upstream is a key feature in how we work. Establishing a research and evidence based capability is helping us identify new opportunities. In 2013 the force established an 'Operational Policing' programme to harness innovative practices. This team is developing things like the Integrated Offender Model and identifying effective pathways for early intervention.

We are encouraging the reporting of crimes that we know are under reported such as domestic abuse, hate crime and sexual exploitation. Often these areas involve victims who are the most vulnerable and less confident or able to report matters to the police. There is likelihood this will increase reported crime levels but it will enable us to better protect victims from harm and prevent further offending. The Force already enables third party reporting for victims of hate crime and supports True Vision, an online third party reporting website, which enables victims of hate crime to report the offences committed against them. These reports are centrally received and then disseminated to the relevant forces for action. Working with victims we will review barriers, particularly in areas of under reporting and seek to overcome these.

⁵ The Strategic Assessment is prepared in conjunction with other community safety partners and looks at a range of data to inform us about threats and risks. This document allows us to plan and prioritise areas for attention.

Violent crime and property related crime have been prioritised not only because of the personal impact they have on victims but also because of the number of people they affect. If you suffer a burglary the impact is felt by all those who live in the household, not just the person reporting the incident⁶.

A vibrant economy is partly about ensuring business crime continues to fall and the plan will support this at an operational level. The Commissioner will support the local economy through policing services and community safety funds, particularly the community and voluntary sectors.

The West Midlands enjoys some of the lowest repeat offending rates in the country and we believe this is linked to our relentless focus on managing those offenders who create the greatest harm. The latest figures published in November 2013 shows our local authority areas ranked nationally, out of 176, as:

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

The force has been leading work around this area through Integrated Offender Management (IOM) workstreams, where we are continuing to explore other evidence-based opportunities.

In a similar fashion there are areas within the force that generate higher levels of demand for policing: 6 per cent of our geography creates 25 per cent of our demand. These 31 'priority' areas also generate high demand for other public services. The areas are involved in longer term problem solving through multi agency partnership delivery plans.

The Commissioner will ensure the accountability of deliverables and milestones through his governance scheme where he has access to a range of measures and indicators, both numeric and qualitative. Greater details on these can be found on our website <http://www.westmidlands-pcc.gov.uk/>

Where numerical targets have been added, these have resulted from an examination of where the Force is in comparison to other similar forces, our direction of travel to date and where our judgement suggests that additional effort be made.

⁶ 32 per cent of all recorded crime is property related and public place violence amounts to 14 per cent of total recorded crime. Domestic abuse forms a significant part of violence crime and this is prioritised in the second bullet point above.

4.7 Better protecting people from harm

Deliverables and Milestones for 2014-15:

- **Working with partners reduce the harm caused by gangs and organised crime groups by continuing to target them**
- **With partners reduce the harm to vulnerable victims**
- **Reduce the harm caused by terrorism by continuing to target them under the local and national strategy in partnership**

The deliverable and milestones have been revised, last year this section also included:

- Developing a Force strategy to tackle drug dealing, drug use and cannabis farming. Consultation has taken place with key individuals, statutory agencies and the voluntary sector. This has resulted in a force control plan and delivery plan on drugs. This partnership strategy was launched in March 2014. Tackling drugs forms part of 4.3 Developing a greater local identity across the West Midlands where it is a prominent local concern.
- Reduce the harm to vulnerable victims caused by domestic abuse. The force has set up a working group looking at how we address this; current actions include encouraging the reporting of domestic abuse, a greater focus on dealing with the perpetrators by raising their profile in the Integrated Offender Management approach and more effective partnership support. This work remains a deliverable under the broader heading of 'reducing the harm to vulnerable victims' which allows for vulnerability to be looked at across a range of areas.

The way organised crime is being tackled will follow four specific strands: Prevent, Protect, Prepare and Pursue. This is to better align ourselves with national agencies. Within the Force Criminal Investigation Department (FCID) there are four areas of business that tackle gangs and organised crime. These are the Serious Acquisitive Crime teams, the Gangs Task Force, the Serious and Organised Crime Unit and the Economic Crime Unit. Prevention, protection and preparation capabilities are spread across the Force with neighbourhood policing picking up the protection of vulnerable premises.

This capability will be further supported by the Regional Organised Crime Unit and the National Crime Agency through a new tasking process allowing national and regional resources to bring their influence to localities.

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 cooperation between the National Crime Agency and the Force to protect local residents and businesses. The SPR is addressed at section 4.10.

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 Commissioner is particularly committed to increasing the reporting of hate crime so that a more complete picture of the problem can be assessed and therefore tackled by the police. Steps are being taken to ensure that every hate crime includes a victim care and investigation plan. Additional analysis is also being carried out to identify the perceived religion of the offender so that crimes can be more effectively investigated.

Alcohol fuelled violence and abuse can cause harm to individuals and communities. The Force will continue to 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 Children's Commissioner's Report and the Savile case have 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 employment of Steven Rimmer as the region's strategic leader on action against child sex exploitation shows progress in this area. Serious case reviews, like the death of Daniel Pelka, continue to highlight the vulnerability of children and the need for professionals to improve their protection.

This year will see one of the biggest transformations in our Public Protection and Investigation functions to improve and bring greater capability to safeguarding. 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 delivers 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 LPUs to safeguard children and young people.

The Force will continue to work closely with local authority colleagues and the community to address the counter terrorism threat, recognising their invaluable contribution in delivering the Prevent agenda, part of the national Contest strategy. This last period also showed the benefits of some of this work where relationships built over a number of years played a crucial role in guiding our community responses during the 2013 Mosque bombings and the murder of Mohammed Saleem, both regarded as acts of terrorism.

Each local authority now has partnership plans in line with the national Contest Strategy following the Prevent, Protect, Prepare and Pursue strands of work. The region is now more capable in having delivered a range of inputs to safeguarding partners, particularly mental health, in identifying those drifting into extremism and referring them into the national multi agency 'Channel' process⁷. Regional Protect and Prepare boards are also now in existence enabling testing exercises to take place with other regional partners.

The Commissioner will be holding a counter terrorism summit in the early part of 2014-15.

⁷ The Channel process aims to provide support to individuals at risk of being drawn into violent extremism. It draws on existing collaboration between local authorities, the police, statutory partners and the local community.

4.8 Improving the service the public receive from the police

Deliverables and Milestones for 2014-15:

- **Increase satisfaction with services provided relating to crimes**
- **Increase satisfaction with services provided relating to anti-social behaviour**
- **Develop work to improve victims services, supported by specific funding from the Police and Crime Commissioner**
- **Implement the Code of Practice for Victims**
- **Develop strategies to reduce repeat victims of crime and anti-social behaviour**
- **Seek new opportunities to improve public accessibility to policing services**

The deliverables and milestones have been reviewed to take account of the new Code of Practice for Victims and to focus on public access, a key recommendation from the Customer Journey⁸ work.

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.

Comparing the same 12-months January 2012-13 to January 2013-14, there has been a decline in satisfaction levels for both crime and anti-social behaviour. Crime has fallen by 3 per cent to 83.9 per cent and anti-social behaviour satisfaction levels reduced by 1.7 per cent to 77 per cent. Whilst this is disappointing, we do know the areas that require additional attention.

Our research survey shows that satisfaction levels are affected by the way we engage and understand at the first point of contact the needs of the caller and our consistency in keeping the caller updated with their enquiry. We have invested in two large call centres with new technology; these were opened in November 2013. Additional training by staff means that callers' needs can be identified earlier along with relevant signposting. Since these new centres opened we have seen improving satisfaction levels for both crime and ASB.

Though some services will continue to be commissioned by the Ministry of Justice, funding for victims of crime transfers to Police and Crime Commissioners in October 2014. They will be responsible for commissioning locally most of the emotional and practical support services for victims of crime that are provided by the voluntary, community and social enterprise sector. These services help victims to cope with and recover from the impacts of crime. Work is underway at national, regional and local levels to map out these services and

⁸ 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.

transition to the new collaborating and commissioning arrangements that are being worked up.

A recently revised Code of Practice for Victims of Crime forms a key part of putting victims first, making the system more responsive and easier to navigate. The code sets out the services and minimum standards to be provided to victims of crime in England and Wales. We will implement this code. .

A proportion of victims can suffer from repeated incidents of crime and anti-social behaviour. When we examine this area further it is clear that some repeat callers will be more vulnerable to harm than others. For example, some businesses such as supermarkets will feature highly on any measure of repeat victimisation and local neighbourhood teams will work at a local and regional level to reduce this offending. Other victims will be more vulnerable to personal harm and we need to be able to identify and respond to both but vulnerability will always be prioritised.

We are looking at new opportunities for improving public access to policing services by reviewing and improving current provision and by assessing how the public want to access policing services in the near future. A strand of work under the heading of 'public access' , a recommendation from the 'Customer Journey' work has commenced, to explore new opportunities.

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4.9 Supporting stronger communities

Deliverables and Milestones for 2014-15

- **Work with our partners to further reduce crime on our transport network by implementing the partnership Safer Travel Plan**
- **Improve our ability to work with partners to identify early intervention opportunities within communities, (the Troubled Families programme, the Mental Health Triage and the mental health nurses to be posted into police stations in Coventry being such examples)**
- **Develop community capacity to deal with local issues**
- **Respond to issues from the summits convened by the Police and Crime Commissioner**

The deliverables and milestones have been reviewed to take account of the introduction of the Safer Travel Plan, the implementation of mental health initiatives and the issues flowing from the Commissioner's summits. A previous milestone in this area included a reduction in business crime. This remains a priority and has been moved to Section 3.6, Reducing crime and offending, as part of a broader category of property related crime. A review of PCSO powers and deployment was included in the 2013 Plan. The review has been completed with recommendations to be considered by the Chief Constable.

Confident and safe communities are better able to flourish, so along with partners, policing has a role to play in developing stronger communities.

In collaboration with the British Transport Police and Centro partners, West Midlands Police is working to help deliver a sustainable economy with the ambition to have an efficient and safe transport network which the public have confidence in using. A Safer Travel Plan has been agreed with the aim of reducing crime and anti-social behaviour on the West Midlands' public transport system.

Some people with problems also cause problems to the community around them. They also take up more time and resources from the police and partners. West Midlands Police is one of the partners involved in the Troubled Families Programme which attempts to reduce this type of demand by co-ordinating support activities and early interventions to help achieve more harmonious communities.

West Midlands Police has started working with partners as part of a Mental Health Triage involving making early assessments of those that maybe at risk, threat and harm to themselves and others. Coventry is taking part in a national pilot where mental health nurses are posted in police stations to assist those in need of treatment, thereby better meeting their needs and helping cut reoffending rates.

Most crime starts and finishes in a local neighbourhood which is why the Force is focused on neighbourhood policing. Neighbourhoods have a variety of different needs and each has a local policing team that understands the area and can tackle local problems. The Force is continually developing the way it carries out neighbourhood policing with the focus on

consistency and continuity, professionalising and developing specialist staff, while recognising the importance of engaging with communities and communicating information.

Within neighbourhoods, police community support officers and special constables work with police officers to help reassure the public, increase visibility and make the West Midlands a safer place. West Midlands Police are also helping communities carry out their own problem solving by encouraging volunteers and community-led initiatives such as Neighbourhood Watch and Street Watch. This has the effect of extending the capacity of policing into the community.

During 2013 the Commissioner held a series of summits to examine key issues affecting communities such as stop and search, mental health and learning disabilities. More summits are planned for 2014-15. The action plans resulting from these summits will continue to be implemented and monitored.

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4.10 Ensure an effective contribution to national policing

Deliverables and Milestones for 2014-15

- **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**
- **Ensure the public of the West Midlands benefits from the work of agencies across the national policing landscape i.e. National Crime Agency, College of Policing, Home Office Immigration Enforcement, Action Fraud and Counter Terrorism.**
- **Establish a Regional Organised Crime Unit (ROCU) to meet our national requirement**

The deliverables and milestones have been reviewed to take account of national developments including the creation of the National Crime Agency and the Regional Organised Crime Unit.

The Strategic Policing Requirement, introduced by the Home Secretary in July 2012, requires that the Commissioner and the Chief Constable ensure 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.

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.

A section on counter terrorism is contained within 4.7 Better protecting people from harm.

West Midlands Police is working with the National Crime Agency (NCA) helping to reduce the risk from organised crime. This is aligned with work through the regional structures that operate with the four regional forces working collaboratively. This includes the Regional Organised Crime Unit (ROCU), comprising the Regional Asset Recovery Team, the Regional Intelligence Unit, the Regional Confidential Unit and other functions.

The Commissioner will seek to use regional structures that involve the four police and crime commissioners and chief constables to give oversight of the working relationship with the NCA, including the operation of their tasking powers. There will also be a requirement to ensure there is appropriate oversight of bilateral relationships between the Force and the NCA.

The College of Policing has been created to set standards for the police service on training, development, skills and qualifications. The Force is working with the college in many areas of its working including the Code of Ethics, Authorised Professional Practice and evidence based policing.

The Force is working with Home Office Immigration Enforcement to identify high harm foreign national criminal offenders by utilising shared intelligence and combining police and immigration powers for maximum results.

The Force is part of a national scheme aimed at tackling the growing problem of fraud. Action Fraud provides a central point of contact for information about fraud and financially motivated internet crime to help combat the threat posed by fast technological advances being deployed by criminals

Cyber crime is a complex issue with national, regional and local responsibilities. At the national level the National Crime Agency is responsible for leading, supporting and coordinating the response to the most serious incidents of cyber-dependent crime. At the regional level a response is being built into the Regional Organised Crime Units where a dedicated Regional Cyber Crime Unit (RCCU) will be established. At the local level the Force has a role to play in dealing with reports of cyber-dependent and cyber-enabled crime directly from the public and packages from the Action Fraud team.

5 Transition to Transformation

The Commissioner and the Chief Constable are determined to deliver effective services within the enormous challenges presented by diminishing budgets. The requirement for strategic change and a new operating model to deliver sustainable policing remains.

West Midlands Police has delivered, in 2013-2014, an extensive programme of change for the public and the organisation. Our Organisational Change Programme will intensify during the next planning year as the Force moves from a transition period into a future transformation. Our appetite and vision for change remains a key priority for the organisation even though year on year budget reductions remain challenging

During 2013-2014 we:

Created two brand new call centres which has improved how we handle our calls for service, improved our attendance times, put police officers back on the frontline and reduced the overall cost by £5m

Implemented a new 'Shared Service' department which centralised our human resources transactional processes and reduced the overall cost by £10m

Continued a programme of improvements within our local policing units that ranged from ASB services, hate crime reporting centres to reviewing PCSO powers and increasing the number of special constables

The programme of change for 2014-15 includes:

Enhancing our service to victims of crime

This programme will include improvements in our investigative functions and will also seek to collaborate and work more closely with our partners especially in relation to public protection matters.

Improving access to policing services

This is an emerging programme which will look at how the public access policing services now and how changes in technology and demography are beginning to change the way services are accessed in the future. There is a growing appetite for electronic access.

A New Ways of Working Programme

This will provide staff with opportunities to work within a more agile work environment. It also will include the refurbishment of Force headquarters at Lloyd House making better use of office space and technology. The refurbishment of Lloyd House will realise savings of £4.5m.

Our Central Justice Service programme is looking at improving the design of the custody process to ensure it is fit for purpose for the future. A reduction in cost will be achieved by rationalisation of our custody blocks into two new super custody centres and also the utilisation of alternatives to custody schemes which will reduce our demand.

Strategic recruitment will see the appointment of 450 high calibre police officers who will meet the future requirements of the Force.

Our Operational Policing Programme will draw together all the innovation projects that will help shape our thinking on how to enhance service delivery around victim care, offender management and priority locations. An exciting development for this year is the considerable growth in our work with universities where we are piloting a number of national evidenced-based projects.

And finally this year will see the appointment of an Innovation and Integration Partner (IIP). This is set to be a 'unique deal' in terms of the public sector. The Partner will work with the organisation to design a future operating model which seeks to transform our service delivery and modernise our technological capability.

6 Accountability

How the Force will be held to account

The Commissioner continues to use a range of methods to hold the Force to account for its performance. The principle vehicle is 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 comprises 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. Each of the three Assistant Police and Crime Commissioners has geographic responsibilities for two local authority areas which, with the Deputy Police and Crime Commissioner's responsibilities for Birmingham, 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 a Chair appointed 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 meets 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 receives 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 ensures that not only are the milestones set in this plan monitored but the Commissioner is able to ensure that he holds the Chief Constable to account across his responsibilities. The Commissioner also uses the Board to put into the public domain information about the performance of his own office, such as his handling of casework. .

In addition to the formal Board meetings, the Commissioner meets 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 works 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 reviewed milestones and deliverables which are summarised in this section. The Commissioner intends to review this plan on an annual basis to ensure the public 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.

7.1 Improving public confidence in policing

- Increase confidence in policing
- Improve perceptions of safety
- Identify and tackle aspects of policing that have an adverse impact on confidence
- Implement the stop and search action plan influenced through summits and other local consultation
- Improve confidence in the way that complaints against the police are investigated
- Encourage the reporting of crimes and incidents that are under-reported
- Continue to ensure the accuracy and integrity of incidents reported as crime

7.2 Creating stronger partnerships

- Provide grants to local authority areas to enable the delivery of crime and community safety outcomes through the work of local policing and crime boards
- Improve engagement with health and business partners
- Further develop evidence based policing linking with the College of Policing, universities and other forces.
- Explore opportunities to improve the response to serious and organised crime including working collaboratively with regional forces and the National Crime Agency
- Work with safeguarding partners to improve the outcomes for vulnerable people
- Improve the quality and sharing of information with partners
- Ensure we work with partners to effectively manage the risks associated with the emerging national Transforming Rehabilitation strategy, where offenders are managed in the community

7.3 Developing greater local identity across the West Midlands

- Support the newly formed local police and crime boards to strengthen their identity in the local community
- Work with local policing and crime boards to deliver the outcomes contained in their local policing and crime plans

- Tackle locally identified concerns such as anti-social behaviour, speeding, inconsiderate parking, off road motorbikes, drugs, vehicle crime and burglary
- Establish the work plan for the Youth Commission, integrating its role into the work of the Commissioner
- Implement the action plans agreed following the series of summits held in 2013-14
- Improve diversity throughout the Force, through recruitment and development opportunities, to better reflect the community

7.4 Delivering better value for money

- Implement invest-to-save schemes that enable more efficient working practices
- Develop a work force that meets future needs
- Develop people who are capable and effective in delivering their roles
- Improve productivity of staff and assets
- Continue to explore opportunities with Innovation and Integration Partners (IIP) to harness innovation and improve service delivery
- Improve productivity of staff and assets

7.5 Demonstrating the Force's commitment to social responsibility

- Evaluate the use of our 'green' cars and their impact on the environment
- Complete the consultation 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
- Introduce apprentice schemes in areas of policing where this can be supported

7.6 Reduce crime and offending

- Strive to have our lowest ever crime levels.
- Encourage the reporting of crimes from vulnerable victims, such as those subject to domestic abuse, hate crime and sexual exploitation.
- Reduce public place violence by 5 per cent
- Reduce property related crime, with a focus on burglary (reduce by 2 per cent), robbery (reduce by 5 per cent), thefts relating to vehicles and business crime¹
- With partners, tackle the locations and people that contribute the highest crime levels and demands on public services

7.7 Better protecting people from harm

- Working with partners reduce the harm caused by gangs and organised crime groups by continuing to target them
- With partners reduce the harm to vulnerable victims.
- Reduce the harm caused by terrorism by continuing to target them under the local and national strategy in partnership

7.8 Improving the service the public receive from the police

- Increase satisfaction with services provided relating to crimes
- Increase satisfaction with services provided relating to anti-social behaviour
- Develop the work to improve victims services, supported by specific funding from the Police and Crime Commissioner
- Implement the Code of Practice for Victims
- Develop strategies to reduce repeat victims of crime and anti-social behaviour
- Seek new opportunities to improve public accessibility to policing services

7.9 Supporting stronger communities

- Work with our partners to further reduce crime on our transport network by implementing the partnership Safer Travel Plan
- Improve our ability to work with partners to identify early intervention opportunities within communities, (the Troubled Families programme, the Mental Health Triage and the mental health nurses to be posted into police stations in Coventry being such examples)
- Develop community capacity to deal with local issues
- Respond to issues from the Summits convened by the Police and Crime Commissioner

7.10 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
- Ensure that the public of the West Midlands benefits from the work of agencies across the national policing landscape i.e. National Crime Agency, College of Policing, Home Office Immigration Enforcement, Action Fraud and Counter Terrorism.
- Establish a Regional Organised Crime Unit (ROCU) to meet our national requirement