



STRATEGIC POLICING AND CRIME BOARD
13th May 2014

**Performance against the 2013/14 Milestones and
Deliverables in the Police and Crime Plan**

PURPOSE OF REPORT

1. This report outlines the end of year performance against the milestones and deliverables that contribute to the 10 strategic outcomes set out in the 2013/14 Police and Crime Plan.

EXECUTIVE SUMMARY

2. Performance against the Plan continues to progress well. Crime Performance is steady and the volume of crime ended the year with the second lowest volume ever. Whilst there is a small increase in Total Recorded Crime compared to last year this is down to increases in reporting around Domestic Abuse that has been proactively encouraged by the Force through Operation Sentinel. There has also been an increase in shoplifting which is being seen nationally with losses 166% higher than five years ago¹.

BACKGROUND

3. The Police and Crime Plan 2013/14 sets out a variety of milestones and deliverables under the following objectives:

¹ <http://www.bbc.co.uk/news/business-25807360>

West Midlands Police and Crime Commissioner's Strategic Outcomes Framework



4. Progress against the milestones and deliverables will be reviewed periodically throughout the year and presented to the Strategic Policing and Crime Board. This report provides an overarching view of the position regarding the Police and Crime Plan objectives. The Board will also receive individual reports on specific issues during the course of its business

A- Improving confidence in policing
(Lead ACC Local Policing)

5. The 2013 results of the National Crime Survey for England and Wales have been published, however, the results for confidence still haven't been published. The previous results indicate that communities in the West Midlands have a good level of confidence (71.8%) in West Midlands Police (WMP). When compared to the most similar police forces to ourselves; Greater Manchester, Merseyside, West Yorkshire, confidence is slightly lower than average.
6. **'Feeling the Difference' (FTD)** is a WMP commissioned independent survey that measures public perception in West Midlands Police, which is different to the National Crime Survey. The FTD survey is conducted twice a year, with 16,800 people interviewed in total.
7. The last wave of interviews of this door to door survey was conducted between Jan and March 2014. Results showed that the level of confidence in West Midlands Police was 82.4%, this was exactly the same as the previous wave. Since October 2010, confidence levels have been stable at an average of 83.1% per wave.
8. ACC Forsyth oversees the WMP Confidence Delivery Group that has a number of deliverables in its plan which are outlined in more detail in the Local Policing Report.

Identify aspects of policing that have an adverse impact on confidence, and establish ways to overcome such barriers
(Lead ACC Local Policing – 6 monthly)

9. The evidenced base academic study (You Said, We Did, We Listened methodology) has concluded and BMG have analysed the final data and produced a report. The results of this experiment have been presented to Force and ACPO in March 2014 with recommendations to roll out across the process across all LPU's.
10. This has been supported by the Chief Constable and ACPO and this work is in the process of being developed to be delivered starting with Sandwell LPU in June 2014. The experiment has also been given approval to continue for a further 3 data points and the necessary funding is being obtained to ensure this activity
11. It is intended to then present/consult at Local Policing Governance Board on 8th May 2014, thereby engaging all LPU Commanders and Local Policing Leaders Forum on 22nd May 2014.
12. The four Local Policing Units (LPUs) 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 LPUs and subject to debrief at ongoing Board meetings. This has seen a significant improvement in performance of Coventry LPU. The remaining six LPUs have also been furnished with said data and are responding accordingly with their local plans.

Analyse hate crime to better understand religious and racially aggravated offences, for example Islamophobia

(Lead ACC Local Policing – 6 monthly)

13. WMP has reviewed its recording process to establish how best to capture the 'perceived' religion involved in a religious hate crime report. This will result in changes to the Crimes system to capture all five hate crime strands and include the 'perceived' religion of the victim, as well as the actual. The Crimes system previously allowed 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.
14. This will offer WMP a clearer picture of the hate incidents, as well as intelligence and understanding, which will be able to be shared with the public. The development will also provide access to vulnerability assessment which will enhance the service offered to specific victims.
15. In 2012 Hate Crime equated to 1.5% of the Total Recorded Crime (TRC) with 1,811 crimes reported. Of those 57 offences (3.1%) had the Religion Involved (RI) Special Interest Marker. As reported in January 2014, the same year to date period for 2013-14 showed that Hate Crime accounted for 1.8% of TRC equating to 2,172 crimes, of which 63 (4%) have the RI Special Interest Marker.
16. As stated the Force captures the religion of all victims and as can be seen below, of the 61 RI Hate Crimes for 2013-14, 43% of the victims are of Islamic faith. This is an increase in comparison to 32% in 2012-13, which equates to 18 offences.
17. The revised recording process captures all five hate crime strands and include the 'perceived' religion of the victim, as well as the actual.

	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%

18. The revised recording process captures all five hate crime strands and include the 'perceived' religion of the victims, as well as the actual.
 - Racial
 - Religious – Perceived Agnostic
 - Religious – Perceived Buddhism
 - Religious – Perceived Baha’l
 - 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

19. The enhancement has three specific phases:-
 - a. Technical changes – the relevant authorities have been obtained and WMP 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

20. 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 eight 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.

21. A Hate Crime Awareness Day was held on 4th 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 were also invited.

B Creating stronger partnerships

Allocate funding to partnerships to tackle local policing and crime problems (WMOPC)

22. The Community Safety Fund (CSF) replaced a range of drugs, crime and community safety funding that the Home Office provided to the Force and a range of partners and which ceased at the end of the 2012-13 financial year. The Commissioner has given a commitment to “passport” the CSF subject to the establishment of Local Policing and Crime Boards and the proposed allocations are shown in the following table :-

District	2013/14 Allocation £
<i>Birmingham</i>	<i>2,497,583</i>
<i>Coventry</i>	<i>546,304</i>
<i>Sandwell</i>	<i>530,190</i>
<i>Wolverhampton</i>	<i>492,495</i>
<i>Walsall</i>	<i>402,203</i>
<i>Dudley</i>	<i>396,364</i>
<i>Solihull</i>	<i>285,938</i>
<i>West Midlands Police</i>	<i>1,817,923</i>
Total	6,969,000
<i>Contribution from Reserves</i>	<i>350,000</i>
Total to Allocate	7,319,000

23. In addition to the Home Office CSF allocation, following comments from the Police and Crime Panel, the Commissioner decided to allocate up to £350,000, funded from the Budget Reserve, to be made available to local Policing and Crime Boards for non-recurring and invest to save schemes, subject to the submission of appropriate business cases. Partnerships were encouraged to identify projects that will lead to more efficient and effective working practices and which also help with sustainability of work to reduce crime and disorder. The decision report that sets out the allocations can be read can be found here: <http://www.westmidlands-pcc.gov.uk/media/267134/wmpcc-043-2013-invest-to-save-november-13.pdf>

Explore opportunities to improve the response to serious and organised crime in collaboration with regional forces and the National Crime Agency (Lead ACC Crime – quarterly)

24. The Regional Organised Crime Unit (ROCU) Capacity and Capability programme of work is supporting UK police forces to work more effectively with each other, law enforcement partners and the private sector. The new Serious and Organised Crime Strategy details how the Government intend to build on the success of the Counter Terrorism Strategy and operate within the 4P framework of Pursue, Prepare, Protect, Prevent. It sets out how action will be taken at every opportunity to Prevent people getting involved in serious and organised crime; to strengthen our protection against and responses to it; and, most importantly, to Pursue the criminals behind it, prosecuting them and disrupting their activities.

25. The Prevent element will focus on looking at more innovative ways of identifying and removing criminal enablers who often escape notice and prosecution i.e. accountants, hire companies, hotels used in sexual exploitation.
26. The National Crime Agency (NCA) has been operationally embedded and the positive outcomes and working relationship will be reported later.
27. As a region our build is moving at a pace and we are either leading or supporting a number of projects that will add real benefit both nationally and to our four forces.
28. T/DCC Rowe leads on introducing a new National Strategic Tasking and Coordination process which seeks to standardise documents, meetings and co-ordination of assets to ensure we are aware of the complete picture of those threats that will cause significant harm to our communities. There are now co-ordinated tactical and strategic local, regional and national tasking meetings, supported by daily briefing telephone conferences to ensure we have the ability to react to fast moving crime trends or high risk.
29. West Midlands is the ROCU lead for the ATM gas attacks that have taken place across the country whereby a number of criminal groups have, in effect, blown up cash machines at supermarkets, petrol stations and banks using portable explosive gas canisters.
30. There has been a notable success which has resulted in the conviction of two members from a West Midlands and Merseyside Organised Crime Group (OCG) for over twenty offences. Sentencing is awaited. As leads we are working closely with national and international partners to identify any new offenders and any potential assets they may have. There are other significant opportunities that are successfully being pursued with the financial industry and safer cash partnership.
31. We are a strategic partner within Project Sentinel, a project to explore counter terrorism and crime synergies within prisons and highlight any operational and financial benefits of closer working relationships between CT and crime prison intelligence networks.
32. DCC Thompson has ACPO responsibility for the Criminal Use of Firearms, working in partnership with the National Ballistics Intelligence Service (NABIS), NCA and contributing to the organised crime strategy. Merseyside Police and West Midlands Police have committed resources to Europol. Those resources were embedded within Europol from April 2014.
33. WMROCU will implement SIENA, the secure information exchange network application. This enables the fast time exchange of operational and strategic crime related information between member and third party states. Both elements have been pulled together and West Midlands will be the lead ROCU to implement the introduction of SIENA access nationally and support the officers seconded to Europol.
34. HMIC carried out a National Inspection of all ROCUs and our visit took place on 5-7th February. We were required to demonstrate amongst many other measures, our progress within the national ROCU programme, relationships with each other and partner agencies and value for money principles.

Increase engagement with each health and wellbeing board across the seven local authority areas

(Lead DCC – quarterly)

35. The Force is has begun a secondment to Public Health England (West Midlands) of an Inspector and an Analyst. The secondment will explore how both the Force and Public Health can improve strategic information and analysis to help support Local Health and Well Being Boards and Public Health Directors to tackle the crime related outcomes in the new Health Outcomes Framework.

Reduce reoffending of criminals through partnership working

(Lead ACC Local Policing – quarterly)

36. 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 20th February 2014 have our seven Local Authority areas ranked nationally as below:-

1	Sandwell
6	Wolverhampton
7	Dudley
17	Walsall
19	Solihull
23	Birmingham
28	Coventry

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

(Lead: Alethea Fuller WMOPC)

37. Local Policing and Crime Boards are now established in each local authority area. There is variation in the approach that has been taken across the West Midlands with different models to reflect local structures and to ensure that local community-led decision making takes place.
38. The first Local Police and Crime Plans have been developed and the priorities have influenced the review of the West Midlands Police and Crime Plan to ensure that policing priorities are set locally.
39. As stated in paragraph 21, the Community Safety Fund has been passported out to the seven partnerships for 2013-14 and in the revenue budget approved in February 2014, the Commissioner made a commitment that Community Safety funding would continue to be passported out and the level of funding for 2014-15 would remain the same.
40. This process has been discussed in the two Partnership Summits organised by the Commissioner so far.

C Delivering better value for money

Implement invest-to-save schemes that enable more efficient working practices (Lead Director of Resources - quarterly)

As updated in Director of Resources update Dec 2013

41. Primarily under 'Delivering Better Value for money' the key strands and interdependencies run across the portfolio from department to programmes. These complex areas cover the estate review and rationalisation whilst supporting the new build of custody blocks and modern flexible working environments across the force buildings.
42. In the addition, as outlined in the Director of Resources report, the alignment of the Resource Departments has started to change and will be completed during 2014 supported by the Senior Management review. This will bring business benefits and support the drive for delivering better value for money across the model.
43. In addition long term programmes such as Shared Services and Priority Based Budgeting (PBB) have delivered significant savings to the organisation in support of invest to save schemes, whilst at the same time delivering an infrastructure that can be built upon to support the resource portfolio and the organisation.

Develop people who are capable and effective in delivering their roles (Lead ACC Security – quarterly)

44. A Board chaired by ACC Security has been established to oversee the delivery, effectiveness and ongoing development of the People and Skills Strategy. The Board includes functional leads for Learning and Development, Human Resources, Professional Standards, the Design Authority and a Chief Superintendent who will provide the link between organisational development and operational delivery.
45. The approach reflects the principle that the way the staff of WMP behave and operate with each other internally needs to reflect the behaviour and values which they aspire to externally in dealings with the public. Themes of empowerment, improvement, working together and customer focus are therefore integral to all aspects of the People and Skills Strategy.
46. WMP aims to build a learning organisation which can go from strength to strength by taking a joined up approach to driving continuous improvement, ensuring that good practice and lessons learnt are shared between various parts of the organisations and with partners.
47. The implementation plan has been drawn up and agreed by the Board. It sets out those cross cutting people and skills deliverables which will enable the WMP to develop people who are capable and effective in delivering their roles; improve productivity of staff and assets and improve diversity throughout the Force through the recruitment and progression processes.

48. A number of steps have been taken to facilitate a workforce who is more representative of the community at all levels:

- Encouraging future Black Minority Ethnicity (BME) applicants to join the force through a BME delivery plan.
- Development of a menu of options allowing individuals more flexibility around their working hours, patterns and location, linked to organisational requirements and development of technology and estate strategies.
- Development of an on-line induction to West Midlands Police and individual departments for new starters and those moving within the organisation
- A formal succession plan for key leadership, specialist and operational roles is to be introduced in order to ensure ongoing workforce resilience across the force.
- A talent management framework will be established for both police staff and officers, to ensure the Force remains resilient in service delivery and to enable talent to be shared across the force.
- A revised High Potential Development Scheme (HPDS) which includes both police officers and staff up to and including band D.
- Opportunities to progress talent from within and outside of the organisation through the proposed National Accelerated Promotion Scheme will be explored subject to Winsor proposals and workforce requirements

Improve productivity of staff and assets
(Lead DCC/Director of Resources - quarterly)

Item to be covered in Director of Resources Report in May for year end results

Improve diversity throughout the Force through the recruitment and progression processes
(Lead Director of Resources – quarterly)

Item covered in January's Human Resources report with main points being

- Recruitment of 50 Specials & 50 PCSOs
- Police Officer recruitment Proposals
- Workforce Mix
- Senior Management Review
- Police Officer Fitness Testing
- Trauma Risk Management
- Stage two transfer arrangements

D Demonstrating the Force's commitment to social responsibility

Consult on the procurement strategy to influence the economic well-being of the area (Lead Mike Williams WMOPC)

Introduce a fleet of 'green' cars that are efficient and are better for the environment

49. WMP tested the marketplace for an electric "diary car" solution and this resulted in a trial of the Nissan Leaf for this role as it met the Force's requirements.
50. The electric vehicle trials were assessed by WMP Vehicle User Group and there followed a full Whole Life Cost (WLC). Analysis was carried out to assess the Financial and Economic merits. It should be noted that the 30 electric "diary cars" were not additions to the fleet, but rather alternative replacements for units which were in-line for renewal, and the WLC analysis indicated that the preferred purchase route for the 30 Nissan Leafs showed 9.5% saving over the nearest next-most cost effective whole life solution for a diesel 1.3L car.
51. As ownership of electric vehicles comes with uncertainty over long-term residual value risk, especially where the battery is concerned and the high pace of technological development. The best approach for WMP was to sign advantageous leasing terms with Nissan and their partners, and following approval, a 3-year non-maintenance lease arrangement was signed.
52. In addition, a competitive tendering exercise was undertaken for 32 charging points at 13 separate locations with the benefit of a 60% government grant which was available for these infrastructure costs.
53. The 30 Nissan Leafs were brought into service with the Scheduled Response teams of the 10 LPU's during June 2013. The vehicles have all been used as intended and their average daily mileage at 45 miles per day is in line with the previous vehicle solution. From the mileage already covered it has been estimated that over 41 tonnes CO2 in tailpipe emissions has been saved.
54. Pure battery electric vehicles struggle to meet WMP 24hr operational needs and hybrid power trains have been assessed, however, no current manufacturers' solutions meet our current operational requirements. There may be a role for pure electric vehicles in WMP small delivery/despatch van fleet and a unit will be trialled for this purpose.

Consult on the procurement strategy to influence the economic well-being of the area
(Lead Mike Williams WMOPC)

55. The Police and Crime Commissioner consulted with the West Midlands Police and Crime Panel as a result of the Procurement Consultation and Strategy report considered at the Strategic Police and Crime Board on 3 September 2013.
56. The Panel, via a scrutiny panel, set out seven principles to the Commissioner which provides a scrutiny checklist against how to provide a future Procurement Strategy. These principles have been welcomed by the Commissioner.
 - Principle 1: Supporting the Local Economy – A Key Aim
 - Principle 2: Outcome Focussed
 - Principle 3: Forward Planning for Procurement
 - Principle 4: Making Effective Use of IT
 - Principle 5: Engage with Partners
 - Principle 6: Collaborative Public Sector
 - Principle 7: A Contract Management Process that Delivers
57. The Panel also suggested that wider consultation will be key to getting the quality of the strategy right with the PCC needing to consult local companies on the development of the strategy, not just as a one off, but keeping business and third sector organisations engaged at all steps.
58. The Commissioner is in agreement with this and proposals will be available as soon as practicably possible. The Commissioner also supports the proposal that the West Midlands Leaders hold a summit to explore other opportunities for joint working in addition to those which already exist.
59. A report on further development of the Procurement Strategy is planned for consideration at a future Strategic Policing and Crime Board.

Increase the involvement and work with voluntary, third sector and community partnerships in priority areas helping to keep crime down
(Leads: Alethea Fuller and ACC Local Policing)

60. The Commissioner has held the following summits during the year with the action plans from these being appended to the varied Police and Crime Plan:
 - Victims Summit - January 2013
 - Business Summits - January 2013 and February 2014
 - Partnership Summits - February 2013 and November 2013
 - Youth Summits - February 2013 and December 2013
 - Trust and Confidence Summit - March 2013
 - Mental Health and Learning Disability Summit - June 2013
 - Safeguarding Summit - September 2013
 - Stop and Search Summit - September 2013
 - Child Sexual Exploitation and Human Trafficking - October 2013
 - Neighbourhood Watch - November 2013

61. The local policing and crime boards, referred to in paragraphs 38-41 of this report, are also intended to enhance involvement through the Commissioner's expectation that such boards are community lead and include representatives from the sectors to which this deliverable relates. To date, there is still mixed, but increasing, involvement with the work of the voluntary and third sector.
62. The Deputy Police and Crime Commissioner has held the first of, what is likely to be, an ongoing Women's Forum. A number of voluntary and third sector bodies were represented at this event and demonstrated a keenness to work with the Commissioner. In addition, Cath Hannon, Non-Executive Board member has been working with a number of groups from the voluntary and third sector in connection with her role as the victims' lead for the Commissioner.
63. With regards to WMP the work on Priority Areas has continued. An intensive programme of activity including a sharing best practice away day, Quarterly Performance Reviews (QPRs) and peer reviews were conducted during the year.
64. Each Priority Area has a governance structure which brings partners (including Local Authority, Health and Education and Voluntary organisations) and communities together. This strategic group provides oversight and sets direction for the area. Direction is set through an individual delivery plan outlining key objectives supported by detailed intelligence products, a specific Problem Profile and the use of a hypothesis testing methodology which ensures a specific and targeted problem solving approach. Staff working within Priority Areas have been given bespoke problem solving training provided by the Jill Dando Institute of the University of Central London.
65. Therefore, the Force does not just focus on reducing recorded crime but also on wider problem solving issues which improve the overall environment and living conditions. These include homelessness, education, unemployment and health problems. This is done as part of a tactical delivery group which is responsible for reporting in to the strategic governance structure.
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 silver lead this subject area will be reinvigorated and the Priority Area Programme Board will work with LPUs 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.

E - Reduce crime and offending

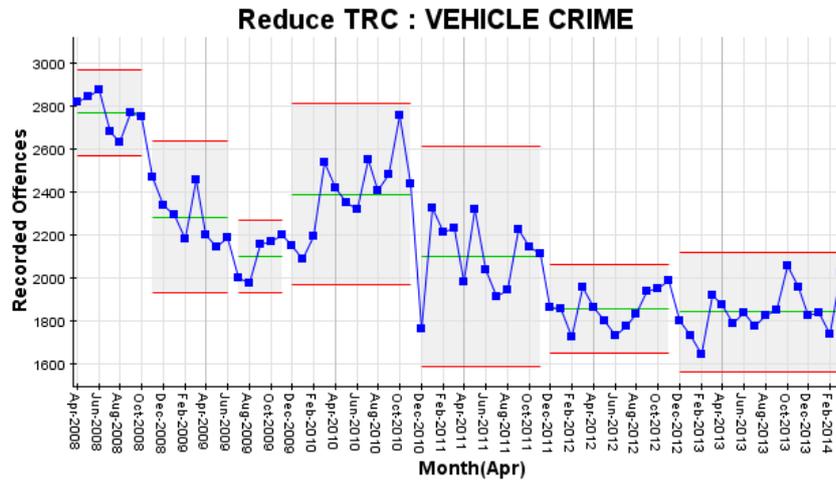
2013-14 Milestone to reduce overall crime by 5 per cent (Lead ACC Local Policing)

68. Over the last three years the Force has contributed significantly to reducing crime in the West Midlands by almost 20% which equates to around 40,000 fewer victims since 2010-11.
69. A milestone to aim for is another 5% reduction compared to 2012-13 (which is 8,500 fewer victims) which was established in the Police and Crime Plan 2013-14.
70. As at 1 April 2014 the performance position for all reduction milestones is as shown in the following table:

Force Objectives	2012/13	2013/14	Difference	Milestone	Performance	Variance
Reduce Total Recorded Crime ^{DW}	170,635	174,526	3,891	-5 %	2.3 %	12,423
Reduce Burglary Dwelling ^{DW}	13,559	12,721	-838	-8 %	-6.1 %	247
Reduce Violence With Injury ^{DW}	17,841	19,393	1,552	-8 %	8.7 %	2,980
Reduce Business Crime ^{DW}	34,297	35,813	1,516	-6 %	4.5 %	3,574

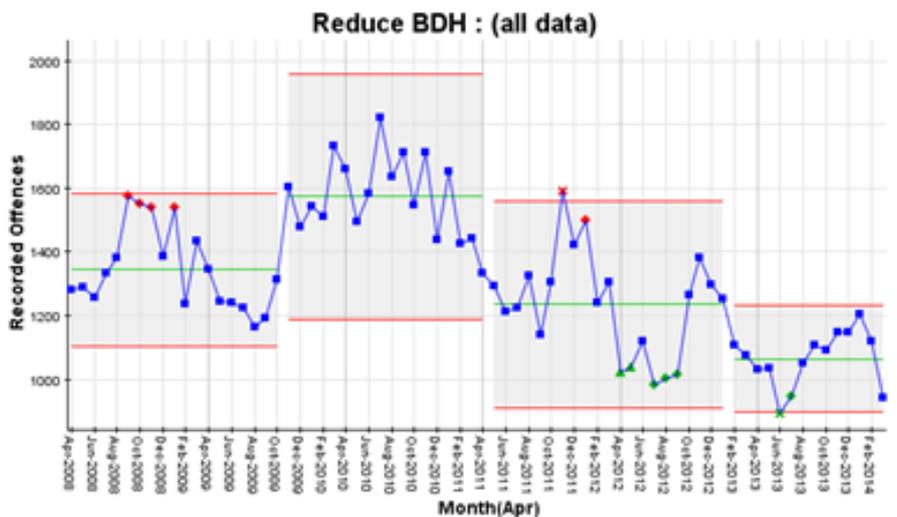
71. Total Recorded Crime (TRC) is 2.3% higher year to date than in 2012-13, however, monthly levels are stable with a monthly average of 14,381. Despite this TRC finished the financial year with the second lowest annual crime level since 2002-03².
72. The WMP area records fewer crimes per 1,000 residents than that of its most similar force areas.
73. During 2013-14 half of TRC was made up of Actual Bodily Harm Assaults, Theft from Motor Vehicles, Shoplifting, Theft Other (which is largely theft of metal and taking unattended mobile phones), Burglary of Dwellings and Criminal Damage to Vehicles.
74. Theft Other and Burglary Dwelling are seeing reductions so far this year compared with the same period in 2012-13.
75. Monthly Vehicle Crime is stable at an average of 1,841 per month. There was a Step change down in average monthly levels from December 2012. There was a similar step change down in Theft of Motor Vehicle. For 2013-14 there was been a percentage increase of +1.9% which is 407 offences.

² When National crime recording standards were introduced.



2013-14 Milestone to reduce Burglary Dwelling by 8 per cent (Lead ACC Local Policing)

- 76. House burglary is one of the most invasive crimes and is frequently raised as a local priority. The milestone aim for 2013-14 milestone was an 8% reduction compared to 2012-13 (which is 1,000 fewer victims).
- 77. As at 1 April Burglary Dwelling (BDH) was 6.1% lower than the same period in 2012-13. This was nearly 840 fewer victims for the year. Therefore 2013-14 was the lowest recorded year for Burglary Dwelling offences.



- 78. As expected BDH recorded above average levels in October, November, December and January. This is a seasonal pattern due to several factors such as darker evenings, students returning to University and living in multiple occupancy houses. Burglary Dwelling is currently being monitored as a tactical priority of the Force.

2013-14 Milestone to reduce violent crime where injury is caused by 8 per cent (Lead ACC Crime)

- 79. At 1 April 2014, Violence with Injury (VWI) is 8.7% (1,552 offences) higher than in 2012/13.
- 80. After a significant spike in recording in July, VWI has been very stable and close to the average of 1,629 offences per month.



Reduce crime in high crime priority areas by 7 per cent (ACC Local Policing)

84. At 1 April 2014 TRC in the Priority Areas combined is up by 2.3% YTD, similar to the rise of TRC across the whole West Midlands. Almost a quarter of crime in the priority areas is Actual Bodily Harm assaults and Theft Shops and Stalls which explains the overall percentage increase YTD. The crime performance of all Priority Areas is captured on the Force performance portal and discussed at the Priority Area Programme Board chaired by ACC Forsyth.

Solved and Resolved

85. From 1st April 2014 the Home Office have introduced 18 new 'Recorded Crime Outcomes' to be used as final crime disposals instead of referring to 'detected' or 'undetected' crime.

The broad aims of the new Outcomes framework are to:

- Strengthen police discretion by recognising the full range of possible disposals, rather than incentivising police officers to pursue a particular outcome because it is perceived as 'better' than others;
- Promote a more victim-orientated approach, focused on providing a better service to victims of crime by removing perverse incentives for forces to record and pro-actively pursue certain crimes on the basis of locally-set detection targets; and
- Further increase transparency in policing, and trust in national statistics, by providing the public with a richer picture of crime, and how it is dealt with in their area.

The Force welcomes the changes as they are in line with the desire to adopt a more forward looking performance model around service delivery and monitoring outcomes that are more meaningful to victims.

86. The Force makes considerable use of community resolutions and restorative justice approaches which are far more effective in stopping further offending. These measures were not counted in the old sanction detection rates, however community resolutions are one of the new Recorded Crime Outcomes as outlined in para 85 above.
87. The Solve and Resolve rate for VWI is 42.5% YTD, slightly lower than the same period in 2012/13 when it was 45.1% although the overall volumes have increased.

Being Productive And Efficient	Recorded	Detected	Milestone	Performance
Detect Burglary Dwelling ^{DW} — chart ▼ — breakdown by area ▼ — breakdown by clear-up ▼	12,721	1,632	-	12.8 %
Detect Most Serious Violence ^{DW} — chart ▼ — breakdown by area ▼ — breakdown by clear-up ▼	2,690	1,216	-	45.2 %
Detect Robbery ^{DW} — chart ▼ — breakdown by area ▼ — breakdown by clear-up ▼	5,372	1,264	-	23.5 %
Detect Vehicle Crime ^{DW} — chart ▼ — breakdown by area ▼ — breakdown by clear-up ▼	22,369	1,832	-	8.2 %
Detect Serious Sexual Offences ^{DW} — chart ▼ — breakdown by area ▼ — breakdown by clear-up ▼	2,385	692	-	29 %
Detect Hate Crime ^{DW} — chart ▼ — breakdown by area ▼ — breakdown by clear-up ▼	2,858	1,083	-	37.9 %

F Better Protecting People from Harm
(Lead ACC Nicholson)

Reduce the harm caused by gangs and organised crime groups by continuing to target them
(Lead ACC Crime – quarterly)

Last updated in ACC Crime Portfolio paper March 2014

88. The WMP approach to tackling gangs and organised crime, led by Detective Superintendent John Denley, is currently being reviewed in light of the new National Serious and Organised Crime Strategy.
89. This provides an opportunity to review our organisational effectiveness in relation to the Policing and Crime Plan, the Strategic Policing Requirement and the Comprehensive Spending Review.
90. The aim is to build on the strong foundations of the department to develop a more holistic approach to tackling the cause and consequences of gang activity and organised crime based on the “four P’s” of the Serious and Organised Crime Strategy:
 - PURSUE: Prosecuting and disrupting serious and organised crime
 - PREVENT: Preventing people from engaging in serious and organised crime
 - PROTECT: Increasing protection against serious and organised crime
 - PREPARE: Reducing the impact of serious and organised crime

Reduce the harm caused by terrorism by continuing to reduce threats through the local and national strategy
(Lead ACC Protection – quarterly)

91. WMP continues to be at the forefront with regards to preventing terrorism and provides regular Threat Assessments to the SPCB.
92. As at 1 April 2014 International Terrorism presents the greatest threat to the UK in terms of Counter Terrorism (CT) and Domestic Extremism (DE). The current threat level is SUBSTANTIAL = an attack is a strong possibility.
93. Islamist extremists continue to view the UK as a legitimate and high priority target for attack, both at home and abroad. Whilst sustained activities against the Federally Administered Tribal Areas (FATA) have severely disrupted Al Qaeda's (AQ) ability, the group and their key affiliates have displayed resilience and attack planning remains a principal threat. Increasingly, the greatest risk of attack planning emanates from self-organised domestic plots inspired by AQ ideology.
94. Travel presents an ongoing threat nationally. Whilst the FATA remains an attractive destination, the increasing number of British nationals travelling to Syria presents a significant risk. Four individuals from the West Midlands region have been disrupted following travel to Syria. A further three have been arrested for activities in support of Syria, one of whom has been released without charge. Reasons for travel are diverse and include the historical and religious significance of Syria and the ongoing humanitarian crisis.

95. The overall threat to the UK mainland from Northern Irish Related Terrorism is MODERATE = an attack is possible but not likely. Between the 11th-13th February, seven small postal Improvised Explosive Devices (IEDs) were recovered at military recruitment centres in the South of England. All seven contained crude but viable explosive devices. The New IRA claimed responsibility for these devices in the Irish News on the 17th February. Due to the construction of the devices, it is assessed the intent was to attract publicity rather than to cause serious injury.
96. Whilst this highlights the continued threat from Republican terrorist groups who maintain an aspiration to attack the UK mainland, this has not changed the overall threat level.
97. Sikh Extremism - There has been a low level response by Sikh communities in the West Midlands following the release of documentation which suggests possible HMG links to the 1984 Amritsar atrocity. However, Sikh extremists in the UK continue to engage in attack planning when the opportunity presents itself. This was evidenced in the West Midlands region in September 2012 when two individuals (from Wolverhampton & Birmingham) were charged with Wounding with Intent following an attack on the former Indian Army General Khuldeep Singh BRAR who was involved in the golden temple operation.
98. Terrorism Prevention and Investigation Measures (TPIM) - All individuals previously subject of TPIM's are now managed through joint plans between our partners and WM CTU in order to monitor activity and manage the risk they may pose to local communities and national security. These plans include direct engagement with the individuals and their families through Prevent officers. Regular strategic and operational meetings continue to take place between WMCTU and partners to oversee the plans and provide a continual risk assessment. One West Midlands subject remains on remand following a number of breaches of his TPIM order. A trial date is yet to be identified. Any breaches of TPIM conditions are robustly investigated and referred to CPS with a view to securing a successful prosecution.
99. A number of CT operations have been conducted recently involving West Midlands Counter Terrorism Unit (WMCTU):
- Operation Windflower – arrest of Usman Hussain Choudhary from Dudley in relation to the distribution of a terrorist publication
 - Operation Tatton - Christopher Phillips (formerly known as Darren Clifft) from Wednesfield has been sentenced to 12 months in prison for stirring up racial hatred
 - Operation Clarin – arrest and charge of Moazzam Begg from Birmingham in March 2014. In addition Gerrie Tahari and her son from Birmingham were also charged with funding terrorism overseas.
 - Operation Handler - Mohammed Nahin Ahmed and Yusuf Sarwar from Birmingham were arrested by officers from the WMCTU in January 2014 at Heathrow Airport after arriving back in the UK on a flight from Istanbul regarding Syria-related terrorism offences.

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

(Lead ACC Crime)

100. WMP has continued to develop the strategic approach of the organisation in working with partners and improving the service provided to victims and potential victims of these crimes. An example of this being Operation Sentinel which in November 2013 focused on the issue of Human Trafficking and highlighted the responsibilities of 'First Responders' (including Police) to support victims through the National Referral Mechanism as well as the types of trafficking and effect on victims. A live 'Twitter-feed' and supporting media campaign received positive feedback.
101. The Force has seen an increase in victims for the crimes that fall into these categories and is providing more comprehensive support and guidance to the police teams who are investigating these cases. This is being achieved through the completion of mandatory on-line training, additional Operation Sentinel training for all front-line supervisors and through the provision of a quick reference guide for officers.

Develop a Force strategy to tackle drug dealing, drug used and cannabis farming

(Lead ACC Crime)

102. A WMP drug strategy has been prepared and compliments the National Drugs Strategy. The Strategy reflects the national strategy and seeks to address three key areas:
 - Reducing Demand
 - Restricting Supply and
 - Building Recovery
103. To achieve this, the strategy is split in to four key areas:
 - Prevention
 - Intelligence
 - Enforcement and
 - Reassurance
104. The strategy will support the Police and Crime plan by providing a local and force approach to tackling drug supply and use, working with communities and agencies to create stronger partnerships. Restricting supply and demand will reduce crime and offending as well as protect people from harm.

Reduce the harm to vulnerable victims caused by domestic abuse

(Lead ACC Crime)

105. Overall domestic crimes and non crime incidents are higher than during the same period last year, though in line with seasonal trends. This is as a result of more accurate recording of crimes as well as a rise in crimes being reported overall. The National Centre for Domestic Violence has worked with West Midlands Police to provide access to non molestation orders free of charge to most victims, and a proportion of the rise in crimes is in relation to the enforcement of those orders when breached. Further detail in this area is available in the Operation Sentinel Update considered by the SPCB on 1 April 2014.

Work with safeguarding partners to improve the outcomes for vulnerable people (Lead ACC Crime)

WMP are very much leading the way nationally with regard to safeguarding and investigating Vulnerable Adult Abuse, following the creation of a dedicated Vulnerable Adult Hub. The Hub receives all safeguarding referrals and alerts from partner agencies, when it is suspected that a criminal offence has been committed. This enables the team to identify patterns and trends of vulnerable adult abuse and take the appropriate action with key partnership agency support. The team are resourced with highly experienced safeguarding officers and will shortly be joined by detective officers, who will lead on all crime related investigations.

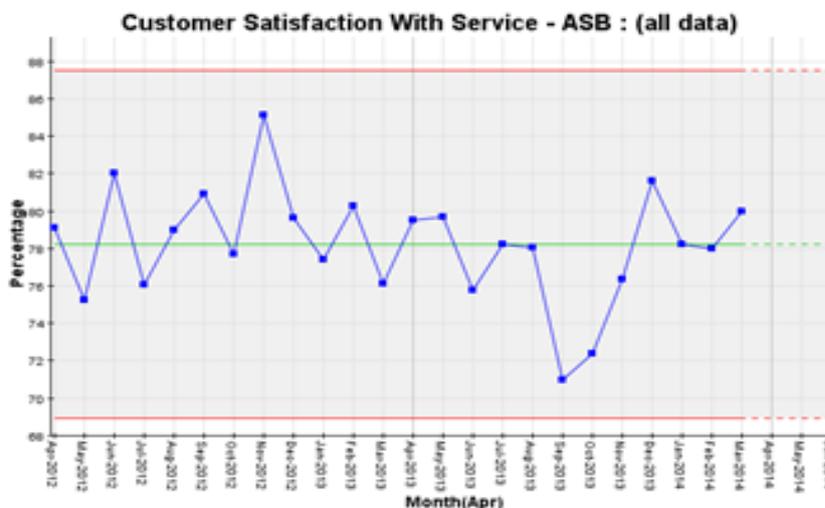
G Improving the service the public receives from the police (Lead ACC Local Policing)

2013-14 Milestone to achieve a satisfaction rate of 88% for victims of Crime and 80% for victims of ASB.

106. Victims of crime and anti-social behaviour are called six weeks after their incident is recorded and asked about various aspects of the service we gave them. Over the last 12 months (to end of March 2014) overall satisfaction with the service received for crime is 83.8%. Compared with Forces most similar to WMP, the Force is just below average. The Chief Constable and the Commissioner aspire to further improve levels of satisfaction through the Force’s change programme, particularly for victims and witnesses. Satisfaction is managed by ACC Forsyth and there is a delivery group that meets monthly.

Increase satisfaction with services provided relating to ASB to 80%

107. After three months of much lower satisfaction levels below average between September and November 2013, the final four months have been either around or above average with March 2014 achieving 80%. Analysis of the drop in Satisfaction in previous months has revealed that the data related to incidents reported in July 2013 was when the Force were experiencing a peak in demand and responding to high risk incidents. There is no comparable data with other forces for ASB satisfaction. The rolling 12 month average is 77.7%, this has been stable for almost 3 years.



Increase satisfaction with services provided relating to crimes to 88%

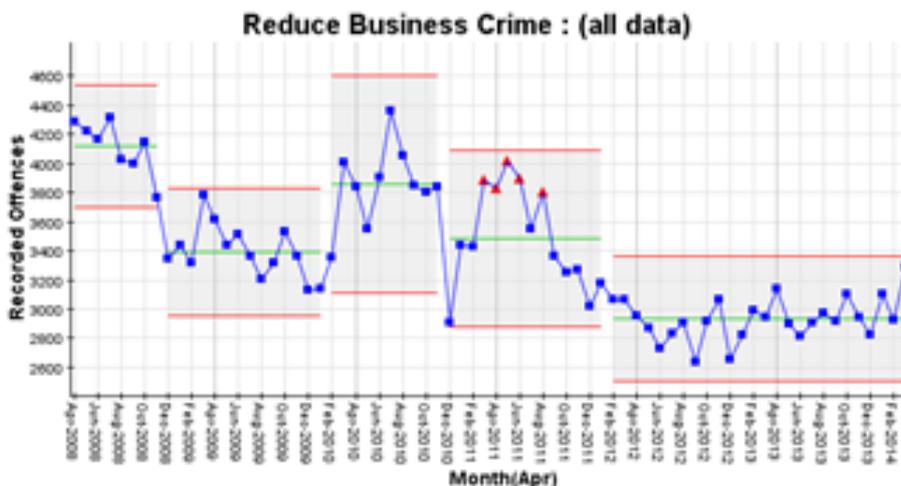
108. Victim satisfaction with service for crime was on a downwards trajectory. A step change down occurred in December 2013 when there had been 8 months below the average. On the whole since then results have been improving with February achieving a high for the performance year at 87.5% for the month. A satisfaction rate of 77.7% was achieved for 2013-14.



109. The main reductions have been in satisfaction for victims of Vehicle Crime. Since the start of the year levels of overall satisfaction had been below 80%, the last four months have seen improvements. To improve performance around Crime Satisfaction, the Force will increase the volume of supervisor dip samples to allow LPU's to find out directly the experience of victims soon after initial contact; to recover service where necessary and to learn from findings.

H - Supporting Stronger Communities (Lead ACC Crime)

110. A vibrant economy is partly about ensuring business crime continues to fall and the plan will support this at an operational level. Crime where the victim is a business saw an increase of 4.5% for 2013-14, however monthly levels are stable.



111. There is no national comparable performance data for all Business Crime as various forces record business crime differently. West Midlands Police have signed up next year to use the NICHE definition. Thefts from Shops and Stalls (TSS) accounts for 44% of all business crime. The offence is +15.7% YTD, the reasons for this were highlighted in previous papers to the Strategic Policing and Crime Board. Since the significant step change up in monthly levels from November 2012, offending is now stable at the new process average.



112. Compared to the forces most similar to WMP, the Force records less crimes than average and has the second lowest volume out of the four forces.
113. Burglary Other Buildings, Bilkings and Theft Other make up the next largest volumes of Business Crime and combined with TSS, make up 75% of business crimes.
114. WMP was represented at the National Business Crime Meeting on 6th March by the Force lead, Chief Superintendent Sally Bourner. With regards to Retail Crime, the Force response is being led by Superintendent Keith Fraser. The response has been given the name Operation Simul. Work is being undertaken with our partners across the region and internally to find more sustainable solutions. The Force are developing evidence based, innovative and preventative approaches that work. Working with partners the Force is exploring if more sustainable solutions could be achieved focusing on '*Reducing the Harm*' caused by Retail Crime' to the Business Communities and the wider communities of the West Midlands region. It is very pleasing to note the commitment of retailers, and other partners working with us in this area. Key areas of work being developed:
115. Four evidenced based projects have been initiated across the force (working with the College of Policing).
- Develop a consistent approach to partnership working and the response to retail crime across the region. A regional partnership workshop took place on 13 November 2013. All local authorities, senior retail partners, (from a national perspective), police and other partners were represented. The work shop was hosted by West Midlands Police and will be the catalyst for a shared vision and consistent regional structure.
 - Develop a consistent approach to retail crime through a forensic examination of what we do.
 - Develop a communication plan.
 - Work with academic partners to further progress our understanding of retail crime.
 - Develop a shared partnership vision.

Work with our partners to further reduce crime on the transport system. Safer Travel Plan agreed with key partners
(Lead ACC Operations)

116. This has now been agreed by all parties and was launched in November 2013.
117. A full report on progress will be considered by the Board in May and by the Panel in July 2014. Year to date performance, as reported in the ACC Operations Portfolio report to the SPCB in February 2014, is that in terms of overall recorded crime is +2% higher on buses. This can be attributed to the more efficient crime recording of bus damage incidents. Significantly, there has been a 57% reduction in the number of robberies associated with bus travel and a 23% reduction in assaults resulting in injury. There has been an -11% reduction in total crime on rail and a -32% on the Metro.

Strengthen the ability to work with partners on the Troubled Families programme
(Lead ACC Local Policing – quarterly)

118. A change mandate has been submitted to the Organisational Change Programme Board (OCB) to seek project and specialist support for the Troubled Families (TF) Programme, specifically to this has been formally agreed since the last update, the Project plan has been re-developed in the light of adoption by OCB.
119. Communications:
A first take of Troubled Families Video-box featuring family from Solihull has been produced and following feedback is to be subject of a little revision to include (if feasible) a family from the Birmingham East area.
120. Workshop:
Two workshop style events are planned to:
- Define the responsibilities and associated resource requirements of police roles to support the TF agenda (from LPU Leads; SPOCs/Coordinators to Neighbourhood and Offender Management Teams
 - Explore what by way of a supporting performance framework is required
121. Two CORVUS supporting IT frameworks for the police management of Troubled Families are being piloted on Solihull and Birmingham North LPUs with a view to understanding what is required of an IT system and informing future commissioning.

Review Police Community Support Officers' powers and deployment
(Lead ACC Local Policing – 6 monthly)

122. Learning & Development will 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, revisions on other powers with a 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.
123. The Force also responded to the consultation on proposals for expanding the role and powers of Police Community Support Officers and this was shared with the Commissioner.

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 (SPR): terrorism, other civil emergencies, organised crime, public order and large scale cyber incidents **(Lead ACC Protection – quarterly)**

This was included in the ACC Protection portfolio report in November 2013 next update in April 2014

124. With the introduction of the SPR, ACC Crime led a programme of work which incorporated a force self assessment of the SPR. This work informed the 2013 Force Strategic Assessment and supported both business and operational plans for 2013 / 2014. This work was reported to the Police Authority in October 2012 and this document builds on that legacy.
125. In April 2013, a programme of work began led by ACC Protection. The programme has worked closely with the College of Policing to understand the current and future capability frameworks. A senior officer lead has been identified for each area of business area, we have conducted a self assessment and are working hard to deliver against the capability frameworks. A formal report has been presented to Command Team and our findings shared at Force Leadership Conference. This programme of work will help inform the 2014 Force Strategic Assessment and underpin the business and operational plans for 2014-2016.

FINANCIAL IMPLICATIONS

126. The delivery of the plan will be met through use of the Commissioner's budget. This is detailed in the report presented to the Police and Crime Panel on 6th February 2013 which covered the revenue and capital budgets and proposals for the precept for 2013-14.

LEGAL IMPLICATIONS

127. The legal requirements for a Police and Crime Plan are set out in the Police Reform and Social Responsibility Act 2011.

RECOMMENDATIONS

128. The Board is asked to note the contents of this report.

AUTHORS

West Midlands Police, Chief Constable, **Chris Sims**
West Midlands Office for Policing and Crime, Chief Executive, **Jacky Courtney**