



**STRATEGIC POLICING AND CRIME BOARD
11th September 2014**

ACC Operations Portfolio

PURPOSE OF REPORT

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

BACKGROUND

2. The last Operations portfolio paper was provided to the Board in February 2014. This paper details current key areas of work and updates since that date.

BUSINESS AREA UPDATE - OPERATIONS

24/7 Road Policing Division

3. The current 24/7 establishment comprises of five teams split between Park Lane and Chelmsley Wood, working the standard force shift pattern.
4. The department has two core objectives, which are to reduce the number of collisions in which people are killed or seriously injured and to deny criminals the use of the road.
5. To support the first objective, 24/7 staff attend and manage the scenes of all potentially fatal and life-changing Road Traffic Collisions (RTCs) across the force area pending the arrival of a Collision Investigation Unit Senior Investigating Officer (SIO), where this becomes necessary.
6. 24/7 staff also actively enforce road traffic legislation to ensure that vehicles using the road network are safe and being driven appropriately. An example of this is the Operation Piranha initiative that tackled the problem of vehicles being driven illegally by drivers purporting to be insured under open trade insurance policies. Traffic staff

have seized a third of the vehicles recovered during this operation, the sale of which has generated £361k in the last 18 months.

7. The traffic department has also led the force's contribution to the national drink drive campaign. Traffic officers have conducted 55 Road Checks across the force area in June to support the Summer Drink/Drug driving campaign. Officers focussed on crime hotspots, night time economies and checks before, after and the morning after World Cup games. During the course of those 55 checks, 3,290 cars were stopped and more than 22,000 vehicles passed the stop sites. Results for the force show 294 drink and drug driving arrests during June 14 as opposed to 302 during June 13.
8. The following table shows casualty rates over the past 4 years. The figures for 2013 are preliminary and are due to be ratified in October. They show an increase in fatalities within an overall decrease in killed and seriously injured (KSI) figures. This is in line with the downward trend of KSI collisions and means that the West Midlands is currently on target to achieve the performance aim within LTP3 to "Reduce annual Killed and Seriously Injured (KSI) casualties by 17.3% between the baseline 2005-09 average and the 2011-15 average".

Casualties by District and Year

	2010		2011		2012		2013	
	<i>KSI</i>	<i>Slight</i>	<i>KSI</i>	<i>Slight</i>	<i>KSI</i>	<i>Slight</i>	<i>KSI</i>	<i>Slight</i>
<i>Birmingham</i>	417	3,675	465	3,032	401	2,670	402	2,913
<i>Coventry</i>	90	716	137	740	115	707	106	625
<i>Dudley</i>	91	640	90	510	102	499	102	447
<i>Sandwell</i>	106	921	116	636	111	511	97	623
<i>Solihull</i>	63	505	64	500	61	385	43	320
<i>Walsall</i>	74	699	68	503	63	463	81	496
<i>W'hampton</i>	83	621	78	554	93	538	64	569
WM TOTAL	924	7,777	1,018	6,475	946	5,773	895	5,993

9. The below table breaks down the 2013 figures by district and casualty class:

Casualties by District and Casualty Class, 2013

	<i>Ped</i>	<i>Pcycle</i>	<i>PTW</i>	<i>Car</i>	<i>PSV</i>	<i>Other</i>	<i>All Road Users</i>
<i>Birmingham</i>	655	262	219	2015	61	103	3,315
<i>Coventry</i>	142	96	53	406	21	13	731
<i>Dudley</i>	91	56	62	311	10	19	549
<i>Sandwell</i>	120	47	69	443	19	22	720
<i>Solihull</i>	52	41	28	222	7	13	363
<i>Walsall</i>	84	35	39	362	25	32	577
<i>W'hampton</i>	113	55	41	398	13	13	633
WM TOTAL	1257	592	511	4157	156	215	6,888

Key: Ped (Pedestrian), Pcycle (Pedal Cycle), PTW (Powered Two Wheelers – motorbikes), PSV (Public Service Vehicle).

10. There has been a steady fall in the number of children killed or seriously injured over the past 4 years.

Child KSI Casualties by District and Year

	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>
<i>Birmingham</i>	79	81	79	73
<i>Coventry</i>	14	26	13	15
<i>Dudley</i>	19	14	8	12
<i>Sandwell</i>	19	20	24	13
<i>Solihull</i>	14	5	5	2
<i>Walsall</i>	14	10	18	21
<i>W'hampton</i>	14	18	17	8
WM TOTAL	173	174	164	144

11. To achieve the second objective, denying criminals the use of the road, 24/7 traffic resources are now fully integrated with the intelligence led deployment of resources. Staff are briefed on current crime trends and deployed to support the LPUs and force departments in tackling these issues. The focussing of traffic resources in this way has resulted in a rise in the number of successful pursuits and arrests of offenders for serious offences, including car key burglary and drug supply.

12. Extensive consultation has been conducted with staff & relevant stakeholders with regards to improved collaboration with CMPG. Proposals have been prepared which will be presented to the Budget Review panel in September & October.
13. The Traffic Twitter account goes from strength to strength with 7350 followers. The account has regular updates from officers and there is daily interaction with the public about the work of the team.

Pro-active Traffic

14. Pro-active traffic is split into three teams who provide a pro-active capability 7 days a week.
15. The teams offer a range of tactical options in support of neighbourhood activity and force priorities. The team also provide a range of motorcycle escort duties and can provide a rapid response to developing crimes in action in support of other departments within WMP and external agencies/forces including the National Crime Agency (NCA). Effective relationships with Force Criminal Investigation Department (FCID), Counter Terrorist Unit (CTU), Serious and Organised Crime Unit (SOCU), Economic Crime Unit (ECU) and the Gangs Taskforce has resulted in the arrest of numerous offenders for a variety of serious crimes including, robbery, aggravated burglaries, drug trafficking, money laundering and counter terrorism matters.
16. The team have been supporting Local Policing Units in Birmingham North, Sandwell, Walsall & Wolverhampton with Operation Hercules targeting illegal street racing. A number of vehicles have been seized and prosecutions are pending for racing on the highway.
17. In addition the team have been targeting the seasonal issue of anti-social behaviour involving off road motorbikes. Operations in Solihull & Birmingham East have been particularly successful and well received by the local community.

Camera Enforcement Unit (CEU)

18. The Camera Enforcement Unit (CEU) is responsible for the operation of fixed safety speed cameras on the local motorway network and the deployment of four mobile enforcement units across the West Midlands Police area.
19. In the performance year 2013/14 year 57,114 offences were detected and passed to the central ticket office for processing with 13,899 speed awareness courses completed. The first three months of this operational year saw 15,180 offences detected and passed to the central ticket office for processing, with 6,503 speed awareness course completions. The CEU have recently assisted Operation Hercules with 67 vehicles being detected exceeding the speed limit.
20. Exploratory work is underway to assess the viability of deploying new digital fixed speed cameras in the Birmingham and Solihull areas. Initial discussions have taken place and potential sites have been identified. A tender document is being prepared by the local authorities for the supply, installation and maintenance of equipment. The tender for a supplier is due to go out to market imminently. It is unlikely that the income generated from the resulting speed awareness courses will fully cover West Midlands Police running costs and an agreement on how to meet the potential shortfall is being developed by West Midlands Police, Birmingham City Council and Solihull Metropolitan Borough Council.

Safer Travel

21. The Safer Travel Police Team is a unique partnership approach to providing intelligence led policing across all modes of public transport in the West Midlands region. West Midlands Police Officers and Community Support Officers work in collaboration with their British Transport Police (BTP) counterparts.
22. CENTRO (transport operators) are the third organisation in the partnership and fund approximately half of the £1.5 million staffing costs. A very good working relationship exists within the partnership.
23. Work is ongoing towards formalising the three way collaboration between WMP, BTP and Centro under Sec 22A of the Police Act 1996. Terms between the three partners are being developed before being presented to senior officers in each organisation for comments/observations and subsequent approval of Chief Officers/Executive.
24. The partnership's Performance and Strategy Group monitor performance against objectives reporting into the Integrated Transport Authority and also the OPCC and British Transport Police Authority. The partnership produces its own tactical assessment, which details performance data/analysis and seasonal trends to allow proactive work to tackle emerging issues.
25. Crime levels in the first 4 months of the performance year are at -7% on the bus network, +1.5% on rail and +21.9% on Metro (39 offences compared to 32) based on the same period in 2013/14.
26. Project Empower was launched in April 2014 and sees dedicated Public Protection Unit (PPU) resources as part of the Safer Travel team who tackle sexual offences on public transport. The team has been well received across the West Midlands and has featured on national television programmes, including BBC Inside Out and the Crimewatch Roadshow. Proactive work has resulted in the investigation of around 60 crimes since February; resulting in 20 arrests.

Integrated Emergency Management (IEM)

a) Local Resilience Forum (LRF)

27. The LRF is a group mandated under the Civil Contingencies Act (CCA) that consists of Strategic Leads / Chief Executives from Category 1 and 2 Responders as defined under the Act. Through mutual consent the group also encourages representation from the Voluntary Sector. The LRF is chaired by ACC (Operations) Gareth Cann with a vice chair of Deputy Chief Fire Officer Phil Hales.
28. The LRF is a strategic decision making group that directs the work undertaken by the General Working Group (GWG). The GWG has a number of statutory and non- statutory sub groups/task and finish groups working on various projects such as Risk Assessment, Training and Communications. Currently the LRF is serviced by a police staff manager, who is externally funded by the 7 Local Authorities of the West Midlands in the role of LRF Secretariat. This

funding is currently under review and will probably result in the post being funded by a number of Category 1 Responders with WMP being one.

29. The aim of the LRF is to strengthen partnerships between organisations that make up the membership by planning and working together, carrying out training and exercising and building good working relationships. The LRF works to the main duties of the CCA.
30. The LRF use social media and other organisations' communications systems to disseminate appropriate messages to prepare communities in response to incidents and events. These communications along with the production of a Community Risk Register (CRR) identify risks applicable to the West Midlands Conurbation (WMC). This register offers advice and guidance allowing communities to make preparations that will reduce demand on agencies in the event of a disaster and enables stronger community engagement.
31. This year the LRF has :
 - a. Reviewed the Terms of Reference of the LRF and agreed governance structures;
 - b. Reviewed membership of the LRF and GWG Groups to ensure there is a strong strategic lead and direction for the groups;
 - c. Reviewed the National Risk Assessment and created Individual Risk Assessments for all risks applicable to the West Midlands Conurbation;
 - d. Created a new Community Risk Register which will be electronically circulated by all LRF members.
32. Current work in progress includes:
 - a. Setting priorities and objectives for the next three years and monitoring the progress on these;
 - b. Review of LRF Plans;
 - c. Writing of an LRF wide exercise for delivery in June 2015;
 - d. Review of current LRF Funding, particularly focusing on the tenure of the post of LRF Secretariat, and apportioning funding fairly and efficiently.

b) Joint Emergency Services Interoperability Project (JESIP) and Partnership Working with other Emergency Services

33. JESIP has been established to address the interoperability between partner agencies responding to major and complex incidents. This programme started with the delivery of the programme to blue light responders. Its aims are to improve our ability to respond and effectively deal with major and complex incidents to protect the public and minimise the potential impact of such incidents on our communities. The programme delivers on 7 key concepts. These concepts are joint working, communication, command, control, coordination, risk and learning.
34. JESIP has produced joint doctrine which has been adopted nationally by the blue light services. This doctrine has introduced combined multi-agency training delivered across the greater West Midlands Region (based on the West Midlands Ambulance footprint). Training is being delivered in tri-service training sessions concluding in September 2014. The programme has involved identified Tactical and Operational Commanders receiving a one day multi-

agency training session and every other member of WMP who may be involved in a Major or Complex incident to undergo an e-learning package delivered through NCALT. On completion of the JESIP programme a legacy of interoperability will be left within the services to build on our response to all incidents.

35. WMP is training approximately 170 officers of Inspector rank and above whose regular daily roles may require them to undertake a Bronze (Operational) or Silver (Tactical) Command role in a major incident.

c) Review of potential emergencies the West Midlands Area

36. Integrated Emergency Management (IEM) are responsible for ensuring that WMP has plans in place to enable an effective response to civil emergencies that face the organisation and our communities. IEM ensures compliance with the statutory duties imposed under the CCA. The role of IEM is predominantly to identify risks from the National Risk Register (NRR), National Risk Assessment (NRA), National Risk Planning Assumptions (NRPA), horizon scanning, operational and exercise debrief and to then identify best practice to mitigate these risks and reduce any potential impact on the people of the West Midlands.
37. Currently WMP has plans or policies covering all the risks identified on the current CRR. The type of risks that are planned for include terrorist attacks and civil unrest, public health issues such as outbreaks of disease, transport accidents such as those involving the chemicals or hazardous materials, large fires/explosions, disruptions to the supply of essential services such as water and electricity, and natural disasters such as severe weather and flooding.

National Police Air Service (NPAS)

38. The transfer of the West Midlands Air Operations Unit to the National Police Air Service took effect from 2nd October 2013. Air support to the 9 force central region (West Midlands/East Midlands) is now provided from 4 bases located at Birmingham, Ripley, Husbands Bosworth and Halfpenny Green.
39. Superintendent Miles, Operations Department, has been identified as the force SPOC to oversee day to day service delivery and he also chairs the central region Operations Working Group which meets on a quarterly basis and comprises of strategic leads from each of the nine forces. Issues identified are addressed with the NPAS regional manager. The group is informed by data provided in the national monthly performance document which has recently been introduced.
40. ACC Frost from Northamptonshire remains as the Central Region ACPO lead on the Independent Assurance group (IAG) with Chief Constable Rhodes (Lincolnshire) and PCC Ron Ball (Warwickshire) representing the central region at the Strategic Governance Board.
41. The collaboration agreement for the number of flying hours was agreed based on force usage in pre-NPAS arrangements. The figure was set at 1400hrs per annum with a pro-rata figure of 700hrs for the period Oct 2013-March 2014. The cost to

WMP for 1400hrs is paid in advance and is non-refundable even if the hours are not used.

42. The 1400hrs figure included flying time for routine maintenance/servicing and was based on deployment criteria that were more flexible than the current NPAS model. As such, WMP has seen a significant reduction in the number of flying hours used and in the availability of air support.
43. For the period Oct 2013-March 14, 67% of the allocated 700hrs were used with a shortfall of 241hrs. For this current year to 3rd August 2014, 387hrs (27% of allocation) have been used. Predicted underspend of hours is likely to be in the region of 250hrs. Of note is the fact that only 9 of the 36 force structure are predicted to use all of their flying hours. Similar forces to WMP including Greater Manchester Police, West Yorkshire Police and South Yorkshire Police are all predicted to see significant underspends. Many smaller forces are predicted to overspend on allocated hours but there is no cost recovery element in place due to the national service provision.
44. The reasons for the underspend in hours include limited availability at certain times of day, the grading/priority criteria set by NPAS, increased flying time to incidents resulting in cancellations and, as previously stated, an over-estimate of the need based on pre-NPAS demand for air support. The system is, however, providing greater resilience for high priority incidents where air support may not previously have been available if the WMP aircraft was grounded due to maintenance.
45. Superintendent Miles has implemented a number of measures to address the shortfall in hours in order to gain maximum value from the current contract.
46. In April 2015 the charging arrangements for forces will change to a process where 73% of the costs will be charged on a pay as fly basis with the remaining 27% being charged for fixed costs such as staffing, maintenance, command/control and the aircraft. The smaller element will be charged per force based on the force's size, likely deployment levels and access/availability to aircraft. Also, those forces not currently within the NPAS structure will have joined the collaboration by April 2015 with the Metropolitan Police Service joining in Oct 2014.
47. From April 2015 the NPAS objective is to establish new funding arrangements introducing a standard pricing model with a fixed cost per hour of flying time. A paper has been circulated to PCCs after discussion at the Strategic Governance Board on 19th June 2014. In that paper the cost per hour for WMP is likely to rise by approximately 30% from the current £1200 per hour to a figure near £1600 per hour. Although this is of concern, the fixed price per hour will ensure that the force is not paying for hours that are not used.
48. Further discussion at the strategic level and an 'in force' review of the level of air support that is required will take place before a decision is made regarding funding arrangements for 2015.

Events Planning

49. The department is responsible for the planning and management of all major or significant events and the response to spontaneous mobilisations, including all supporting logistics and officer welfare issues. Events oversight of the Force Contingency Budget and an integral role in Force Tasking ensures that priority operations are financed and resourced effectively.

50. The department is located within the Events Control Suite at Tally Ho enabling them to immediately open and support a dedicated 'Silver Control' function. Since January this year Operations has centrally co-ordinated 76 events either directly or in support of LPUs.
51. The department has a further role as the Regional Information & Co-Ordination Centre for the West Midlands Region to support national and regional Mutual Aid requests. The department acts as the conduit for all requests to WMP, Staffordshire and the Alliance of Warwickshire and West Mercia from NPOCC (National Police Co-ordination Centre). The biggest of these requests this year have been the Commonwealth Games and the Nato Conference.
52. The Commonwealth Games saw 29 specialist officers consisting of Firearms, dog handlers and search trained officers deployed in the run up to and throughout the Games.
53. The NATO Conference commitment currently stands at a total of 445 officers. Deployments are over a period of 15 days commencing on 26th August 2014. Work has been undertaken by Events and the Resource Management Unit to monitor and manage WMP resilience during this period and throughout the summer.

BUSINESS AREA UPDATE – CRIMINAL JUSTICE

Implementation of the Victims Code

54. The revised Code of Practice for Victims of Crime (Victims' Code) was enacted on 10th December 2013. The new Code replaced the original 2006 version and sets out the services to be provided by criminal justice agencies to victims of criminal conduct in England and Wales; for offences falling under the National Crime Recording Standard. It lays down a minimum standard for these services, including the timescales in which victims can expect to receive them. On the same date an updated Witness Charter was also launched.
55. The updated Victims' Code includes significant new provisions. Two additional categories of victims eligible for an 'enhanced service' have been created, being victims of 'serious crime' and 'persistently targeted' victims. There is an increased emphasis on the use of special measures to support victims, and such measures must now be discussed with all victims eligible for 'enhanced service'. 'Victim Personal Statements' (VPS), in which a victim describes the impact a crime has had on them, have become an entitlement and a new provision has been created for the victim to request to personally read their VPS aloud in court.
56. In his role as National Policing Lead for Victims and Witnesses, ACC Cann has been involved in the development and national implementation of the Victims' Code and WMP has been fully committed to ensuring that the Victims' Code is embedded into force practices.
57. To raise awareness of the enactment of the updated Victims' Code in December 2013, an internal media campaign was launched through Corporate Communications, including posters, a message of the day entry, Newsbeat article, messaging to all LPU and department Chief Superintendents and updated entries on the force intranet system. The WMP external website was also updated to include links and information regarding the new Victims' Code and Witness Charter.
58. To ensure operational officers were aware of their new responsibilities, a Powerpoint presentation was developed to be cascade trained to staff via their supervisors and an associated NCALT e-learning package was also produced detailing the changes. SPOCs were nominated on each LPU and department to assist with the role out of the new Code. The force crime recording system has also been upgraded to highlight victims in the priority categories and capture information on the VPS.
59. The force recognises the importance of building on the initial implementation in order to ensure that the provisions are embedded in the procedures and culture of the organisation. During April and May 2014, all first and second line supervisors, sergeants and inspectors, attended a mandatory one day training course on the requirements of the Victims' Code and refresher training on the use of Special Measures.
60. An action plan has been created covering the implementation and monitoring of the Victims' Code and Chief Superintendent Robinson, Head of Criminal Justice, chairs a Victims' Code Implementation and Monitoring Group, attended by all Crime Managers and their equivalents, to provide senior management oversight of the local implementation of the Victims' Code. The purpose of the group is to quality assure the implementation of the action plan, identify best practice and ensure compliance with the duties set out in the Victims' Code. Each LPU and relevant departments are creating local delivery plans to manage their long term embedding of the Code,

including the dip sampling of individual crime reports. The group is currently meeting on a monthly basis.

61. Her Majesty's Inspectorate of Constabulary (HMIC) has announced that the Victims' Code will form an aspect of their forthcoming inspections of forces in September and October. It is anticipated that the measures outlined above will allow the force to demonstrate a high level of compliance with the updated Victims' Code and show the force's commitment to providing an excellent level of service to victims of crime.

Custody New Builds

62. Two new sixty cell custody suites are to be built in order to provide a custody estate that is fit for the future requirements of the force. The two new sites are located in Oldbury (Western Site) and Perry Barr (Central Site).
63. *Western Custody Site:* Works are progressing in line with the contract timeline for completion in April 2015 to become operational during June 2015.
64. *Central Custody Site:* Following the appointment of Acting PCC Yvonne Mosquito the Memorandum of Agreement was signed on 21st July 2014. Willmott Dixon started off-site mobilisation on 4th August. A Pre-commencement meeting was held on 5th August and works on site started on 18th August. The facility is due to become operational by June 2016.
65. *Rationalisation:* The present estate of eleven custody suites will be reduced to six once the two new suites are open. A draft plan for the phased rationalisation of the remaining custody facilities has been produced for approval during September 2014.
66. *Custody Staffing:* Finance and HR have agreed the baseline figures for the new Custody staffing model. Briefings have been held with the affected staff and progress continues according to plan.

CJS Collaboration – De-couple from Staffordshire

67. On 29th July, the Chief Constable received formal notification from Mr Cunningham; the then Chief Constable of Staffordshire Police, that they wished to terminate the Central Justice Services (CJS) collaboration as from 1st September 2014; following a review.
68. Whilst most areas of business were still operating within force boundaries, the senior leadership team was working across both forces and this has, over the last two years, provided savings to both forces. Thus, whilst the de-coupling has not created any significant operational issues, it has required an immediate review of the leadership structure within CJS.
69. A new leadership team has been created to manage the department in the short to medium term, with a Superintendent (Deputy Head of Department) and a Strategic Prosecutions Manager being appointed to supplement the existing Chief Superintendent (Head of Department) and Chief Inspector (Head of Custody) posts.
70. It is anticipated that the police staff costs will be met by the re-alignment of other collaborative posts, whilst the superintendent position will be subject of further review in the medium term as part of standard budget review processes.

FINANCIAL IMPLICATIONS

71. These matters are covered in the individual department updates.

LEGAL IMPLICATIONS

72. These matters are covered in the individual department updates.

RECOMMENDATIONS

73. The Board is asked to note the content of this report.

Assistant Chief Constable Cann