



STRATEGIC POLICING AND CRIME BOARD
1st July 2014

Report from the Deputy Chief Constable. Specific Reference is made to; Organisation and Service Development – crime data integrity audit, updating communications plans, issues of media interest, an update and evaluation regarding the Head of Change Portfolio and Relationships, Legal Services update regarding any developing issues or risk and a précis of the more holistic partnership and academic work within the DCC’s portfolio¹.

PURPOSE OF REPORT

1. The purpose of this report is to provide Members of the Strategic Police and Crime Board with an overview of the portfolio of the Deputy Chief Constable of West Midlands Police. Broad reference is made to Organisation and Service Development (OSD) Department, Corporate Communications Department, and the Organisational Change Portfolio. These areas were covered in a paper submitted April 1st 2014. Specific Reference is made to; the Crime Data Integrity HMIC Inspection, updating significant communications plans and issues of media interest, an update and Evaluation regarding the Head of Change Portfolio, a Legal Services update regarding any developing issues or risk the Strategic Police and Crime Board should be made aware of and a broad view of work streams that form part of the Deputy Chief Constable’s portfolio.

¹ - the DCC holds the national lead for the Criminal use of Firearm and Gangs. The long-term strategy and planning that inform that work include a strong partnership element. There is a current work stream involving academia and Public Health England to make better use of health data in informing issues around firearm criminality, public place violence and working ‘upstream’ to prevent or intervene in a range of societal issues and criminal issues. That work is West Midlands Police led and has a strong local context and is featured later in this paper.

Organisation and Service Development Department (OSD).

2. Chief Superintendent Surjeet Manku is the head of the Organisation and Service Development (OSD) Department. An internal review of the work of the Organisation and Service Development (OSD) Department recommended that Intelligence and Performance should be an integrated function which drives strategic planning and activity. A decision was therefore taken by the West Midlands Police Command Team that a number of functions currently carried out by OSD should instead come under the Intelligence Department and other functions should be realigned to the Organisational Change function.
3. This integration brigaded information assets under a single umbrella department. The OSD Department began to operate under the restructured and realigned model in March 2014 and a more detailed explanation of that delivery model was included in the Deputy Chief Constable's portfolio paper for the April 2014 Strategic Police and Crime Board.
4. The functions which moved to Intelligence and fall under the remit of a Senior Intelligence Manager are:
 - Performance Assessment (which includes the Performance Analysis Team, the Contact Counts Team and the Research Team)
 - Strategic Products (which includes environmental scanning)

The Force Crime Registrar² will also move to Intelligence and will be responsible for:

- The Audit and Compliance Team
 - The Risk Register
 - Her Majesty's Inspectorate of Constabulary (HMIC) visits³
 - Thematic reviews
5. The structure of the Intelligence Department will be reviewed for potential cost reductions in the Budget Review Process currently underway.

² - The role of the Force Crime Register is crucial in maintaining standards regarding the recording of crime and to ensure that the National Crime Recording Standard (NCRS) is maintained. To augment that role the Force Crime Register also ensures a consistent interpretation and application of the Home Office Counting Rules which provide guidance to the police service on the recording of crime.

³ - OSD has recently coordinated HMIC inspections of West Midlands Police in respect of; Valuing the Police 4, HMIC's National Child Protection Programme, Domestic Abuse and Making Best Use of Police Time. That coordination role is broad and includes arranging meetings with HMIC teams and key stakeholders, preparing documents and completing pre-visit information templates. HMIC is independent of Government and the police. In May 2014 OSD Coordinated an HMIC inspection / audit in respect of crime data integrity aspects of which are featured later in this paper (Paragraph 6).

6. In May 2014 West Midlands Police were subject of a Her Majesty's Inspectorate of Constabulary (HMIC) Inspection / audit in respect of Crime Data Integrity. HMIC considers crime data integrity of the utmost importance. It is essential that police forces have high-quality data that allows them to establish where, when, and how often crime and anti-social behaviour (ASB) is happening. This ensures:
 - The police can plan their work to achieve the best outcomes for victims and communities;
 - The public, Government, local policing bodies and HMIC have an accurate picture of crime and ASB in a particular area; and
 - The victims of crime and ASB are provided with appropriate access to victim services.
7. HMIC has therefore undertaken a programme of work over a number of years to test aspects of whether crimes are being recorded by the police when they should be, and categorised correctly. Some of this work assessed accuracy in recording particular crimes, and some was concerned with particular aspects of the crime and incident reporting process. (Source – HMIC online which is available at: <http://www.hmic.gov.uk/programmes/crime-data-integrity/>)
8. The above terms of reference framed the HMIC Inspection in May 2014. The full report has not been received by the force but the interim report has been made available to the Deputy Chief Constable which details the crimes and incidents subject of audit through a dip-sampling process.
9. The data audit was undertaken over a two week period and this was followed by a series of interviews, focus groups and reality testing. The reality testing included unannounced visits to police stations, Force Contact Centre, Public Protection Units, Crime Service Teams and a random selection of business premises in Birmingham City Centre.
10. In addition to the data audit HMIC examined:
 - **Leadership and Governance**
What arrangements does the force have at a senior level to ensure there is confidence in recorded crime figures and all aspects of the Home Office Counting Rules?
 - **Systems and Processes**
What systems and processes are in place to ensure that; crime is correctly recorded in accordance with the Home Office Counting Rules and National Crime Recording Standards?
 - **People and Skills**
Does the force have staff whose conduct and skills ensure accurate crime recording?
11. The forces performance will be addressed in the final national report scheduled for autumn 2014. Interim feedback indicates there are appropriate governance arrangements, strong leadership and effective audit and compliance processes in place. The recently introduced Crime Service Teams (CST) has brought clarity and rigour to the recording of crimes. The Force Crime Registrar (FCR) is well respected, supported and accepted as the final arbiter for all crime recording issues.

12. The main areas of HMIC concern relate to;

- The recording of crime and the use of non-crime categories in the Public Protection Units (PPU)
- A lack of understanding of additional verifiable information (AVI) in relation to No Crimes
- A potential under recording of crime in relation to making off without payment and shoplifting offences
- The inspection found no integrity issues in relation to the reporting of rape offences. The only concern is the late recording of the crime.

Those areas for development were welcomed by West Midlands Police and will be subject of further scrutiny to improve service delivery.

13. The following summarises the key findings of the audit:

Incidents / Directly Recorded Crimes

491 reports were examined (341 incidents, 100 directly recorded crimes and 50 dip samples)

From the 341 incidents 332 crimes should have been recorded from those incidents. The force recorded 328 which equates to 98% compliance.

From the 100 directly recorded crimes 124 crimes should have been recorded (this represents multiple crimes occurring on occasion). The force recorded 121 crimes which equates to 98% compliance.

No Crime

92 cases classified as 'No Crime' were examined as follows;

30 rape crimes	24 were 'no crimed' correctly - 80% compliance rate
31 robbery crimes	25 were 'no crimed' correctly - 80% compliance rate
31 violent crimes	21 were 'no crimed' correctly - 67% compliance rate

14. The above quoted data will be subject of fully moderation before the publication of the final report.

15. The percentages recorded correctly demonstrate a good standard of crime data management but the aspiration through working on areas of development is to achieve a 100% compliance rate. In relation to areas for development the force will focus upon 'no crime' processes. Chief Superintendent Graham (Force Intelligence) is planning a series of improvement workshops for Detective Chief Inspectors to address some of the development issues and build upon evident good practice.

16. West Midlands Police has a low 'no crime' rate. This is evident when 'no crime' rates are compared to our Most Similar Force (MSF) cohort. The below data is drawn from government data and a West Midlands Police analytical product that has compared crime data across the MSF cohort. The data run is for 2012/13 and the 2013/2014 data is expected to be available in late July 2014. Further information is available at:

<https://www.gov.uk/government/publications/no-crimes-data>

Force	Offences Initially Recorded	No Crime	Offences Recorded	No Crimes as a % of offences initially recorded
West Midlands Police	167,890	3,371	64,519	2%
Merseyside Police	90,332	1,707	88,625	2%
Greater Manchester Police	182,188	5,035	177,153	3%
West Yorkshire Police	167,126	7,616	159,510	5%

Corporate Communications Department.

17. The Corporate Communications Department support Local Policing Units (LPUs) and central departments by handling media enquiries and by publicising initiatives and examples of good police work. The department is structured to cater for the demands of several strands of the West Midlands Police Media strategy. Those media strands were presented in the April 2014 Deputy Chief Constable's Strategic Police and Crime Board Paper but can be précised as:
18. The '**Reactive Desk**' deals with the whole range of media enquiries generated by live time or dynamic incidents.
19. The '**Proactive Desk**' is a team within the Corporate Communications Department that deals with long term and pre planned multimedia messaging regarding a broad range of subjects. That planning process is currently forecasting a media strategy up to twelve months in advance. In the context of a proactive media strategy and the need to pre-empt or predict (as far as possible) demand led or public interest stories the Corporate Communications Department are working on a series of developing issues précised at paragraph 23.
20. The '**Territorial**' arm of the Corporate Communications Department maintains a strong and recognisable presence in the ten Local Policing Units that form West Midlands Police.
21. The '**Campaign Desk**' is a team within the Corporate Communications Department that similar to the 'Proactive Desk' deals with long term and pre planned multimedia messaging regarding a broad range of subjects. The 'Campaign Desk' planning process differs from the 'Proactive Desk' as forward planning and pre-emptive messaging is focused upon campaigns being launched by West Midlands Police to deal with seasonality issues
22. The '**Social Media Hub**' of the Corporate Communications Department manages the plethora of social media sites available. They recognise the fact that a high number of people access the media through the first choice medium of smart phones and tablets such as Ipads. The 'Social Media Hub' uses a wide range of social media sites on a daily basis including:
 - Facebook
 - Twitter
 - Flicker
 - Youtube
 - Instagram

23. The Corporate Communications Department have provided an update of significant communications plans and issues of media interest which will feature an input or require a response from the above described teams. There is an internal and external focus on items of media interest, many of which will have a significant impact upon organisational change programmes and the future provision of West Midlands Police service delivery.

Communication plans of note can be summarised as follows:

Domestic Abuse Campaign - to encourage referrals and to offer appropriate support during the summer holidays.

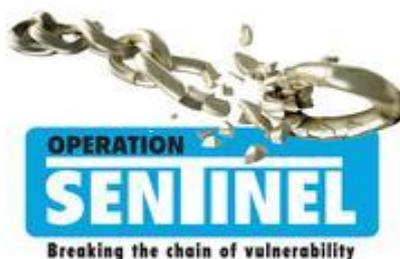
Launch of Birmingham Multi-Agency Safeguarding Hub - (MASH – a partnership communication activity). The MASH has been formed to protect children and families who may be at risk of harm including domestic abuse. It is a co-located multi agency team which securely shares information between agencies. The information is used to understand the needs of a child or adult about whom concerns have been raised. The MASH identifies a full picture of the known risks affecting the children and their family and then ensures timely and relevant actions to address these issues.

Operation Sentinel 2 launch -

Launched in August 2013 and running until the end of December 2013. Operation Sentinel was a long-running initiative aimed at enhancing the service provided by West Midlands Police and its partners to victims across the force area who are vulnerable, especially due to:

- A lack of confidence to engage with statutory agencies, meaning they remain hidden and/or silent;
- Their cultural beliefs and behaviours or;
- A fear for their safety.

Particular focus applied to domestic abuse, child sexual exploitation, human trafficking, honour-based violence and female genital mutilation. Sentinel 2 will launch in September 2014 to build upon the phase one work stream highlighted above.



Vehicle Crime Campaign - to raise awareness of this crime type and to provide crime prevention advice.

Innovation and Integration Partner (IIP) – The concept of an Innovation and Integration partner (IIP) is to help the force develop a new operating model and to look at how technology can be used to innovate and modernise existing services and processes. In order to find a suitable IIP the Police and Crime Commissioner (PCC) with West Midlands Police entered a formal procurement process in July 2013. The procurement process is a structured process, governed by European Law. A decision on the preferred bidder will be made by the PCC on July 1st 2014.

Central Justice Services – work will start on the build of the new Perry Barr custody site in late summer 2014 which will provide high quality, end to end custody and file preparation facilities.

The Hillsborough Inquests – The Hillsborough inquests are on-going and are scheduled to continue for several months. Two other investigations are also underway; Operation Resolve – looking into the events of April 1989 both pre- match and post incident and an Independent Police Complaints Commission (IPCC) inquiry.

Organisational Change Programmes

24. The Deputy Chief Constable's portfolio paper submitted in April 2014 stated:

"The role of Head of Change Portfolio and Relationships and the restructuring of OSD and Intelligence functions are policy decisions in their infancy. This paper recommends to the Strategic Police and Crime Board that an outline request is made for the July 2014 board meeting asking for an update on the role of the Head of Change Portfolio and Relationships".

And

"The paper will then précis the status of current change programmes and concludes with a more in depth summary of one major component of organisational change for West Midlands Police namely the Service Transformation Team (STT) work stream. The rationale being, that work stream has moved beyond the registration, evaluation and commissioning phase and is moving quickly towards its implementation phase".

25. The current positions regarding the above Organisational Change Programmes are reported in this Strategic Police and Crime Board paper.

Head of Change Portfolio and Relationship Manager Role

26. To support the wide range of ongoing initiatives linked to Organisational Change West Midlands Police recruited (from existing staff) a Head of Change Portfolio and Relationships. Alexandra Shariff took up her post in April 2014. A key facet of the role is to co-ordinate West Midlands Police Organisational Change programmes and projects.

27. The Head of Change Portfolio and Relationship Manager Alexandra Shariff moved in to post in April 2014. At the same time the Business Transformation team subsumed Service Transformation and were realigned from within Organisational Service Development (OSD) to become a separate change function. The role is responsible for the co-ordination and delivery of the corporate change portfolio working alongside the West Midlands Police Innovation and Integration Partner.

28. The Head of Change Portfolio and Relationship Manager Role will maintain the strategic overview of business objectives and how the programmes, projects and work streams fit within these objectives to deliver the future operating model of the force. They will be the main operational link between West Midlands Police and the Innovation and Integration Partner.
29. The Head of Change Portfolio and Relationship Manager Role has carried out a baseline review of the newly formed Business Transformation Team, looking at current practices and procedures, the team structure, the change maturity of the wider organisation and a gap analysis of where future enhancements could be achieved.
30. There are currently three active change programmes and a further thirteen standalone projects within the Change portfolio supported by a team of approximately fifty individuals. These include the refurbishment of Lloyd house, Service Transformation, the procurement of an Innovation and Integration Partner (IIP) and the building of the new Central Custody Suites.
31. The next few months will be significant for the Business Transformation team and the key priorities are:
 - To continue to deliver the in-flight change projects.
 - To carry out a Benefits Review of all current projects and programmes within the Change Portfolio together with the Director of Resources .
 - Support the mobilisation of the IIP within West Midlands Police to ensure successful integration with the partner and to deliver best value.
 - To modify the Business Transformation Team structure to enable it to more effectively discharge its accountabilities and function alongside a successful IIP to deliver, govern and assure changes to Policing within the West Midlands.
32. The refurbishment of West Midlands Police Headquarters (Lloyd House) is progressing well and many of the staff and services delivered from the building have been relocated as part of a complex decant plan. Birmingham City Council recently granted planning permission for the external refurbishment which will include improvements to the public domain space and a police station entrance on the ground floor. The last phase of the decant process will take place in July – September 2014 after which the major building work will commence.

Service Transformation Team (STT)

33. As part of the force's commitment to continually improve service delivery the genesis of the Service Transformation Team (STT) was to evaluate and critique how West Midlands Police carry out all investigations. The aim was to find alternative ways of working to better utilise resources and to ensure a consistent approach to all investigations across the force. This has been a complex and comprehensive piece of work that has moved into the delivery and implementation phase of its design. The roll out of STT functions will be delivered in six phases:

- Phase One - Monday 2nd June 2014 – Centrally based functions, i.e. the Homicide Team, Emerging Trends, Review Team, Vulnerable Adults, Central Referral Unit, and Child Sexual Exploitation.
- Phase Two - Monday 16th June 2014 – Rollout for Wolverhampton and Walsall Local Policing Units (LPUs) / rollout for all functions that have a geographic responsibility for those LPUs,
- Phase Three - Monday 28th July 2014 – Rollout for all geographical teams for Dudley and Sandwell LPUs (including LPU, Force CID and Public Protection Unit teams as above)
- Phase Four - Monday 1st September 2014 – Rollout for all geographical teams for Birmingham South and Birmingham West and Central LPUs (including FCID and PPU teams as above)
- Phase Six - Monday 3rd November 2014 – Rollout for all geographical teams for Coventry and Solihull LPUs (including FCID and PPU teams)

34. The Roll out Plan was subject of much discussion at the STT Board meetings held in April and June. The issue of risk surrounding this new venture and the need to embed significant organisational change in the context of realigning the roles of over 2000 employees resulted in a specific work stream to address and mitigate that risk. A Strategic Police and Crime Board paper on that subject was submitted to the June board.

35. There has been close liaison with those affected by and delivering the roll out plan to ensure a smooth transition. The logistical and planning challenges although complex have been met and delivered. The first two phases of the roll out went well and the feedback regarding that process is good.

36. There are other impact factors that have the potential to increase the risk of the STT roll out. For example; school holidays, leave in the summer period, and demands of the World Cup, The Conservative Party Conference (Operation Pelkin), and the Mutual Aid requirements for the Commonwealth Games, the NATO Summit and to support the Police Service of Northern Ireland. To manage those resource demands and the impact upon West Midlands Police an Assistant Chief Constable has oversight of those resilience and planning issues.

Legal Services

37. Legal Services is the first department to provide services collaboratively between Staffordshire and West Midlands Police and in its current structure has been in existence since January 2012. It is based in two locations with two lawyers working from Staffordshire Headquarters and the remaining twenty posts which include specialists in employment, commercial and litigation based at Civic House in Central Birmingham. The Legal Services update is:
38. Hillsborough Inquest - West Midlands Police are an Interested Person in the Inquest proceedings which have been running since 31st March 2014 at Warrington. The evidence that has been presented so far has focussed on pen pictures of the ninety-six deceased, on the structure of the ground and issues connected to the safety certificate. There has not been a need for those representing the West Midlands Police Chief Constable to make any significant representations to date. There will be a three week break over August 2014 and it is anticipated that there may be a need for greater involvement in proceedings as the Coroner considers the events of the 15th April 1989. The Inquest is anticipated to run in to the summer of 2015.
39. Implementing Regulation A19 of the Police Pension Regulations 1987 requires the retirement of officers with thirty years police service. There are just under five hundred Employment Tribunal claims (there is a query over some duplicate claims) arising from the implementation of Regulation A19. The majority of these claims have been issued outside the three month limitation period. All claims bar those to be considered by the Employment Appeals Tribunal (EAT) are subject to a national stay by order of the President to the Employment Tribunal. West Midlands, Devon and Cornwall, Nottinghamshire, South Wales and North Wales are awaiting a hearing dated from the EAT which is anticipated to be late summer/early autumn. It is understood that another five Forces have received claims since the Employment Tribunal Judgement was handed down in February. A number of these additional Forces have agreed to contribute to the costs of the EAT.
40. Domestic Violence Prevention Orders (DVPOs) - Legal Services Department is heavily engaged in the training and implementation of DVPOs which will be rolled out across the Force from the 30th June 2014. The orders are a civil intervention designed to create respite for the victim. They are not a substitute for criminal proceedings but an important tool in the Force's armoury for reducing and challenging domestic violence. It is anticipated that there will be considerable demands placed upon the Legal Services Department in respect of these orders and the prosecution of any breaches.
41. Anti-Social Behaviour Police and Crime Act 2014 - Legal Services are working to assist the Force in understanding and implementing the new Act. Changes to a large number of civil interventions will be introduced in October 2014 This will see familiar orders such as the Anti-Social Behaviour Order (ASBO) being replaced by Injunctions to Prevent Nuisance and Annoyance (IPNA). The Injunctions are a civil order but these orders will now be obtained in the County Court and any breach of the order will not be a criminal offence dealt with by the Magistrates Court but be treated as a contempt of court through the County Court procedure. Legal Services will play a pivotal role in applying for these orders. There are a number of other changes created by this Act and work is on going to agree processes and procedures within Force and with partners to ensure that these measures are used to best effect.

Deputy Chief Constable (DCC) Portfolio - Delivery of Police and Crime Plan Specific to DCC Portfolio.

(Some are included as part of general text of this paper and others are presented below as a separate section)

42. Over the past six months West Midlands Police has been improving the way we share information with our strategic partners in a number of business area's to ensure that we meet the needs of our local communities and reduce the risks of harm in line with West Midlands Police vision statement.

Public Health

43. A secondment to Public Health England (PHE) has allowed greater understanding and access to health information. Since data sharing began with PHE we are now in a position to further understand the profile and impact violence has across the West Midlands. This information shows the spatial synergy between health inequality and crime inequality reinforcing the need for a partnership approach to violence prevention.

Troubled families

44. Information Sharing Agreements are in place and associated practices for exchange of information to identify Troubled Families across partner agencies well embedded. Further refinement and supporting IT infrastructure is required to establish comprehensive case management information exchange and risk assessment practices. Some nervousness still exists over when it is 'right' to share data and how it can be used to inform better decision making in the delivery of 'early help'. Turning around the lives of troubled families is not a unitary event. The sharing of information underpins the Troubled Families Programme and the supporting principles of one family, one worker, and one plan.

Mental health

45. Information exchange policies are in place between West Midlands Police and each of the Four Mental Health Trust areas to support the delivery of services to persons suffering from mental ill health. Street triage in Birmingham and Solihull builds on this process and creates an enhanced model providing live time access to information and intelligence. The outcome of this process has seen a much improved delivery model providing a better quality of service for the service user and increased efficiencies for partners.

FINANCIAL IMPLICATIONS

The impact of the pending A19 adjudication may impact upon West Midlands Police both financially and in terms of reputation. The work stream regarding a Benefits Review of all current projects and programmes within the Change Portfolio has potential to realise financial savings alongside improved service delivery.

EQUALITIES IMPLICATIONS

None apparent

LEGAL IMPLICATIONS

Detailed in the Legal Services section regarding new legislation and the A19 adjudication.

Deputy Chief Constable Thompson QPM