



STRATEGIC POLICING AND CRIME BOARD
11th September 2014

Performance against the 2014/15 Milestones and Deliverables in the Police and Crime Plan

PURPOSE OF REPORT

- 1. This report outlines the performance against the milestones and deliverables that contribute to the 10 strategic outcomes set out in the 2014/15 Police and Crime Plan.

EXECUTIVE SUMMARY

- 2. Following the second ever lowest year of total recorded crime the Force has started 2014/15 well in its ambition to strive to have its *lowest ever* crime levels. Significant reductions have already been seen for burglary dwelling and robbery.

BACKGROUND

- 3. The Police and Crime Plan 2014/15 sets out a variety of milestones and deliverables under the following objectives:



- 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

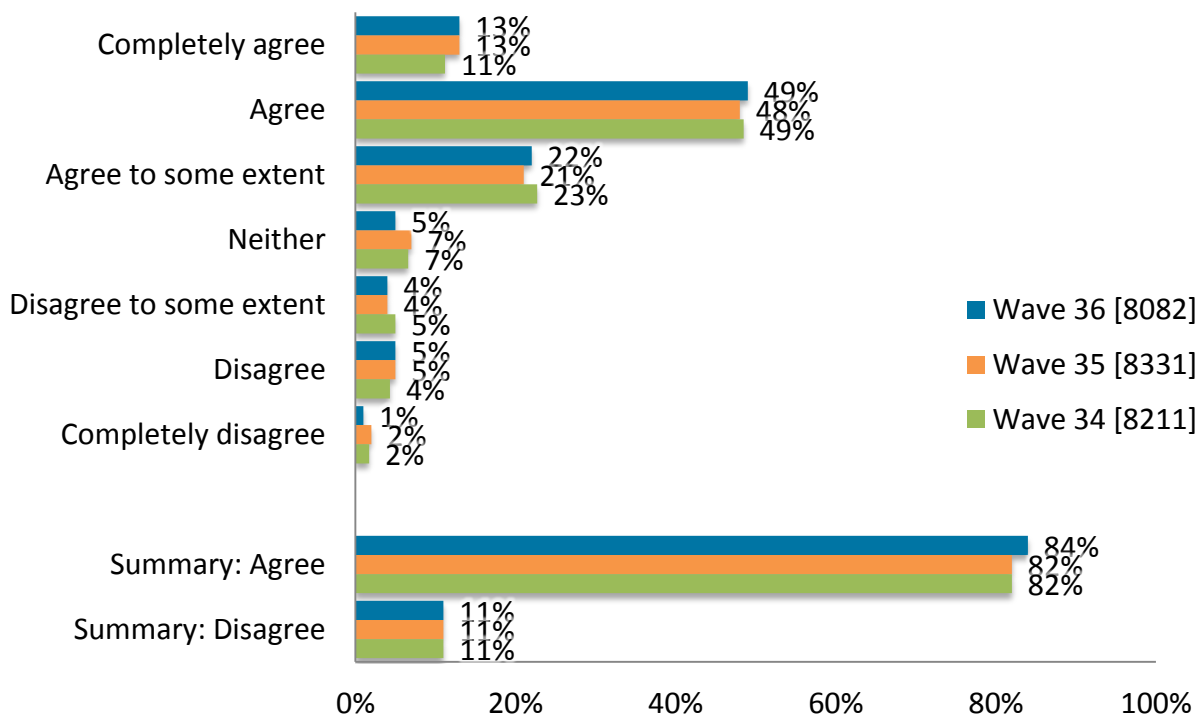
MILESTONES AND DELIVERABLES

Improving public confidence in policing

Increase confidence in policing

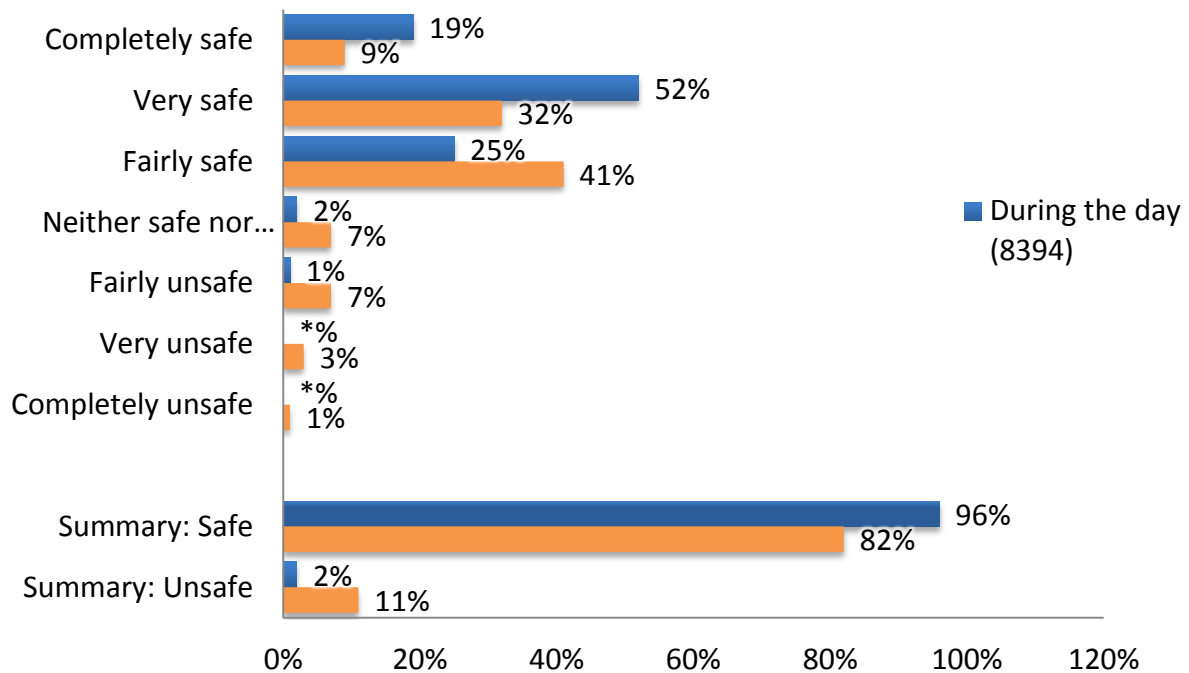
Lead ACC Local Policing – 6 monthly

- 5. The latest wave from the Feeling the Difference public perception survey has been completed and returned to the Force on the 1st September. Overall Confidence increased by 2% compared to the previous two waves and the highest level since summer 2011. The increase has come from the reduction in respondents who had previously given the answer “neither” with over 5%.



Improve perceptions of safety

Lead ACC Local Policing – 6 monthly



6. The feelings of safety during the day has stayed the same at 96% and only 2% feeling unsafe. The feelings of safety after dark has increased to its highest percentage that has been recorded.

Identify and tackle aspects of policing that have an adverse impact on confidence

Lead ACC Local Policing - 6 monthly

7. Progress is being made in relation to the Improving Public Confidence work which is being led by Chief Supt Mark Robinson. A six-strand plan was presented to the Chief Constable and ACPO in March 2014 where it received broad support. These six strands together with the relevant updates are detailed in the local policing portfolio report:

- Confidence Delivery Plan
- Neither/Nor plans
- Confidence Key Driver analysis bespoke for LPU's
- Roll out of the You Said, We Did, We Listened methodology
- FTD/Confidence/Survey Methodology
- Prolonging of current experiment

Implement the stop and search action plan influenced through summits and other local consultation

Lead ACC Operations – Quarterly

8. *This will feature as a standalone report in October*

Improve confidence in the way that complaints against the police are investigated

Lead ACC Operations

9. *To be included within Professional Standards Report*

Encourage the reporting of crimes and incidents that are under-reported

Lead DCC – Quarterly

Operation Sentinel 2 launch –

10. 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.

11. 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.

Continue to ensure the accuracy and integrity of incidents reported as crime

DCC – Quarterly

12. 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.

13. 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/>)

14. 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.

15. In addition to the data audit HMIC examined:
 - Leadership and Governance
16. 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
17. 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
18. Does the force have staff whose conduct and skills ensure accurate crime recording? The force's 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.
19. The main areas of HMIC concern relate to;
 - The inspection found no integrity issues in relation to the reporting of rape offences. The only concern is the late recording of the crime
 - 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
 - .

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

20. 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

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

21. 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. Detective Chief Superintendent Graham (Head of 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.
22. 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>

Creating stronger partnerships

Provide grants to local authority areas to enable the delivery of crime and community safety outcomes through the work of local policing and crime boards

PCC - 6 monthly

23. *Required: WMOPC to update in September 2014*

Improve engagement with health, business and non-traditional partners with a view to reducing harm and partnership demand

Lead DCC – Quarterly

Public Health

24. 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. A violence prevention plan and a violence reduction partnership will be developed into a proposal for adoption by the force, PCC and partners in October 2014

Troubled families

25. 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

26. 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.
27. 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.
28. The Birmingham and Solihull model is working extremely well with update below:
 - i. First 29 weeks (Jan to July)(1496 incidents)
 - ii. Attended 1058 incidents to conduct assessments
 - iii. S136 detentions x 176 (previous 396)
 - iv. Incidents on street - 573
 - v. Incidents in private premises - 921
 - vi. Interactions on street where the use of s136 was a consideration by police officers or paramedics 349
 - vii. Physical health assessment where A&E attendance would have previously occurred x 306
 - viii. Conveyance of persons in Street Triage car to Place of safety instead of using an ambulance x 228
29. Agreement in principle for Coventry model to begin on 1st Dec. 1yr pilot funded through CSP and PHE. (200k secured)
30. Agreement in principle for all of the Black Country (210K secured). This will operate from 1st Nov to 31st March with review back to CCG in early Jan to extend if successful.
31. The Coventry liaison and diversion pilot is working well and receiving strong support at a national level. A bid for B'ham central custody has now gone in and it is expected that we should shortly have mental health nurses working in custody in B'ham. This will be a transportable solution to the new build custody in 2015. Phase 2 of the national pilot is being developed currently with an expectation that WMP will be a strong contender for the two super blocks. It is expected that we will work with partners to bid for £1million pounds to deliver the appropriate service as directed by NHS England Offender Health.

Further develop evidence-based policing linking with the College of Policing, universities and other forces

Lead ACC Beale– Quarterly

32. ***Required: ACC Security Portfolio Report – November 2014***

Explore opportunities to improve the response to serious and organised crime including working collaboratively with regional forces and the National Crime Agency

Lead ACC Crime – Quarterly

33. ***To be included in the ACC Crime Portfolio Report October 2014***

Work with safeguarding partners to improve the outcomes for vulnerable people

Lead ACC Local Policing/Crime - Quarterly

34. The second Multi Agency Safeguarding Hub (MASH) for the Force began operating within the Birmingham Local Authority area in July 2014. This follows the implementation of the Sandwell MASH which involves the co-location of West Midlands Police, Children Social Care, Adult Social Care, Housing and Neighbourhood Services, Probation and Health. The intention of the new operating model is to raise the quality of information sharing and therefore becoming better informed when conducting risk assessments around the wider family. September will see the introduction of a MASH within Coventry local authority area.

Improve the quality and sharing of information with partners

Lead ACC Crime – 6 monthly

35. *To be included in the ACC Crime Portfolio Report October 2014*

Ensure we work with partners to effectively manage the risks associated with the emerging national Transforming Rehabilitation strategy, where offenders are managed in the community

Lead ACC Local Policing – 6 monthly

36. West Midlands IOM provisions continue to feature prominently in respect of National MoJ reducing adult reoffending quarterly performance (171 Boroughs): As well as occupying the top two positions, it should be noted that all 7 WM Local Authority areas feature in the top 15% nationally.

Borough	Actual % Reoffending	%Variation from Benchmark
1. Sandwell	5.38%	-25.66%
2. Dudley	5.76%	-23.20%
8. Wolverhampton	6.97%	-17.17%
12. Coventry	7.17%	-15.55%
17. Birmingham	6.99%	-13.89%
22. Solihull	6.94%	-12.90%
26. Walsall	7.84%	- 12.46%

Developing greater local identity across the West Midlands

Support the newly formed local police and crime boards to strengthen their identity in the local community

Lead PCC - Quarterly

37. *Required: WMOPC to update in September 2014*

Work with local policing and crime boards to deliver the outcomes contained in their local policing and crime plans

Lead PCC - Quarterly

38. *Required: WMOPC to update in September 2014*

Tackle locally identified concerns such as anti-social behaviour, speeding, inconsiderate parking, off road motorbikes, drugs, vehicle crime and burglary
ACC Local Policing - Quarterly

39. LPU's provide updates through their Quarterly Performance Meetings with the relevant territorial ACC on how they are delivering against the Local Police and Crime Plans. Significant work has been undertaken on Sandwell about communicating how the LPU is tackling local priorities under the You Said, We Did, We Listened methodology that has seen confidence in the pilot Neighbourhood increase from 64 to 87%.

Establish the work plan for the Youth Commission, integrating its role into the work of the Commissioner

Lead PCC – Proposal 6 monthly

40. *Required: WMOPC to update September 2014*

Implement the action plans agreed following the series of summits held in 2013-14

Lead TBC – As Required

41. *Required: WMOPC to update September 2014*

Improve diversity throughout the Force, through recruitment and development opportunities, to better reflect the community

Lead Director of Resources – Quarterly

42. *Required: To be included in DoR Report December 2014*

Delivering better value for money

Implement invest-to-save schemes that enable more efficient working practices

Lead Director of Resources – Quarterly

43. *To be included in DoR Report December 2014*

Develop a work force that meets future needs

Lead Director of Resources – Quarterly

44. *To be included in DoR Report December 2014*

Develop people who are capable and effective in delivering their roles

Lead Director of Resources/ACC Beale – Quarterly

45. *To be included in DoR Report December 2014*

Improve productivity of staff and assets

Lead Director of Resources – Quarterly

46. *Required: To be included in DoR Report December 2014*

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

Lead DCC – Quarterly

47. The force is entering a new era of policing as it begins a five year partnership with Accenture. The force is calling the partnership a once in a generation opportunity to re-think policing.
48. On a day-to-day basis Accenture will be managed by Alex Shariff, Head of Change Portfolio and Relationships. Alex and her team will help to embed Accenture within the organisation.
49. Over the next six months Accenture will help design a new target operating model for the force, a blueprint for how it will work in 2020.
50. Centred on four key foundations the partnership will seek to transform the way information is shared to provide a better service and protection for communities, develop joint delivery models with key local partners, provide wider choice in how people can access the police and support officers by giving them better access to technology.

Demonstrating the Force's commitment to social responsibility

Evaluate the use of our 'green' cars and their impact on the environment

Lead Director of Resources – Quarterly

51. *Required: To be included in DoR Report December 2014*

Complete the consultation on the procurement strategy to influence the economic wellbeing of the area

Lead PCC – Quarterly until complete

52. *Required: WMOPC to update in September 2014*

Increase the involvement and work with voluntary, third sector and community partnerships in priority areas helping to keep crime down

Lead ACC Local Policing - Quarterly

53. Further to the update provided on Priority Areas in the January paper, Chief Superintendent Richard Moore (Birmingham East LPU) is now the strategic lead for Priority Areas. Chief Supt. Moore is currently reviewing progress around Priority Areas, and will work with the Force Organisational Change Team and Accenture to incorporate the best learning from Priority Areas into the Force's Future Operating Model. There will be engagement across the LPUs and with local partners to ensure we work together to deliver the best results for our communities in these defined areas.

Introduce apprentice schemes in areas of policing where this can be supported

Lead Director of Resources – Quarterly

54. *To be included in DoR Report December 2014*

Reduce crime and offending

Strive to have our lowest ever crime levels

Lead ACC Local Policing/Crime – Monthly

55. Over the last three years the Force has contributed to significantly reducing crime in the West Midlands by 19% which equates to around 40,000 fewer victims since 2010-11.
56. Whilst 2013/14 saw a small increase in offences compared to the previous year, it was still the Force's second best performance year.
57. A numeric milestone has not been set for 2014/15 however the Force is committed to achieving its lowest ever crime levels.
58. As at 2nd September 2014 the performance position (compared to 2013/14) for all reduction milestones and deliverables is as shown in the following table:

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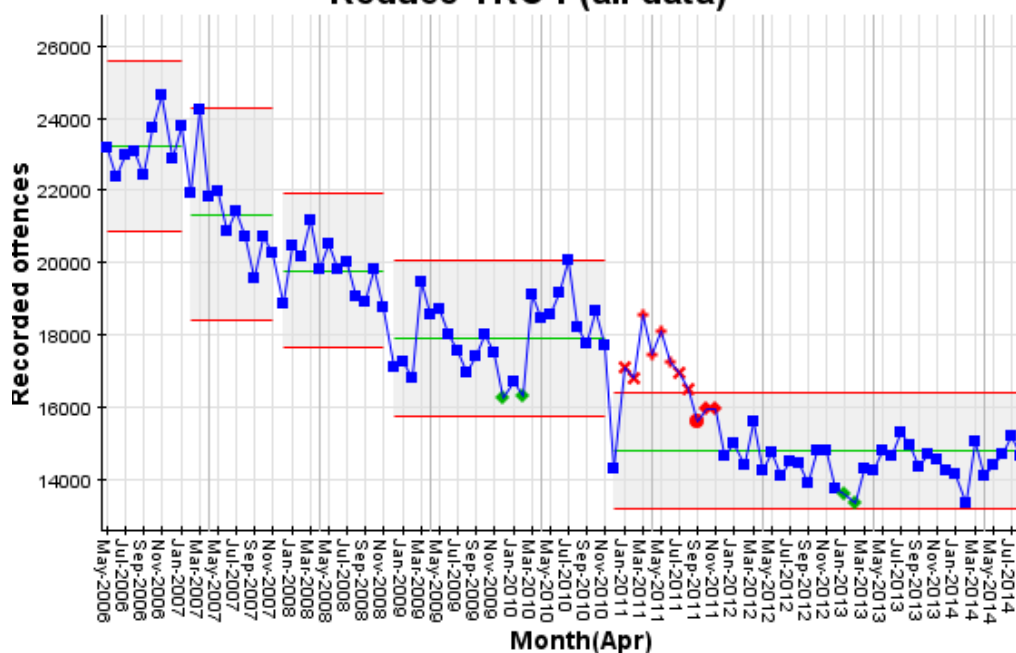
- Change Area - YTD

Briefing Date : 2 September 2014

Milestones	Last Year	This Year	Difference	M'stone	Performance	Variance
Reduce Burglary Dwelling DW	4,989	4,627	-362	-2 %	-7.2 %	262
Reduce Public Placed Violence With Injury DW	4,367	4,803	236	-5 %	5.5 %	455
Reduce Robbery DW	2,232	1,955	-277	-5 %	-12.4 %	165
Deliverables	Last Year	This Year	Difference	M'stone	Performance	Variance
Reduce Total Recorded Crime DW	74,464	73,653	-811	-	-1 %	-
Reduce Business Crime DW	14,781	16,285	1,504	-	10.2 %	-

59. Total Recorded Crime (TRC) is 1% lower year to date than in 2013-14 but 1.4% higher than at this stage during our lowest crime level year (+1027 more crimes than in 2012/13). The monthly volume remains stable, at an average of 14,809 offences.

Reduce TRC : (all data)



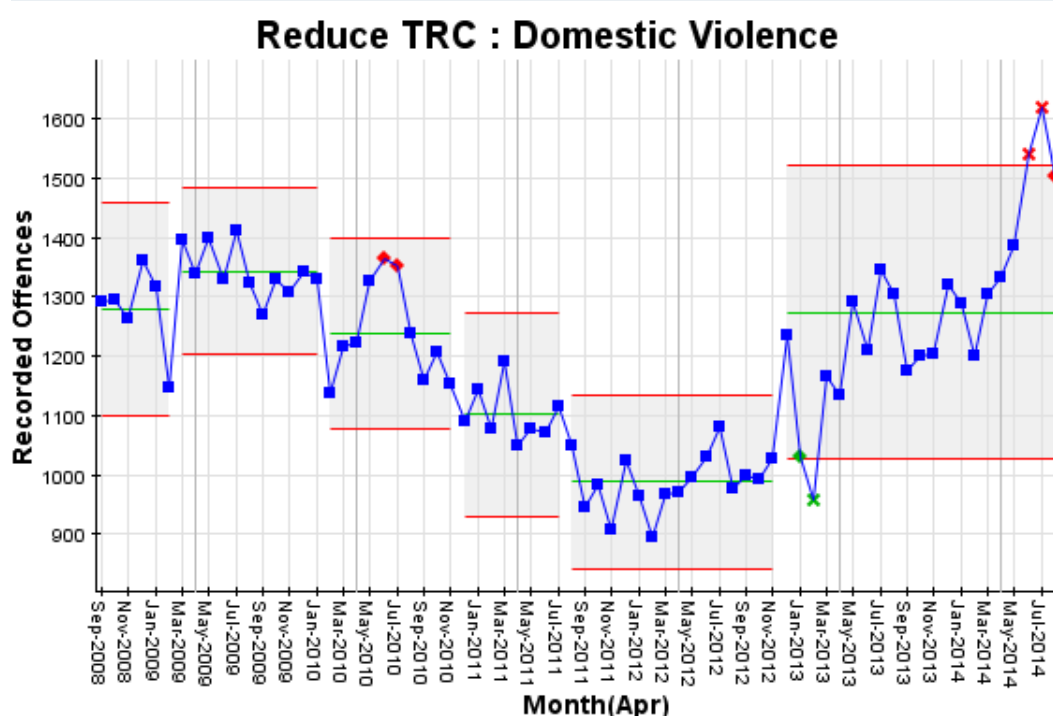
- 60. The WMP area continues to record fewer crimes per 1,000 residents than that of its most similar force areas

Encourage the reporting of crimes from vulnerable victims, such as those subject to domestic abuse, hate crime and sexual exploitation

ACC Local Policing/Crime – Monthly

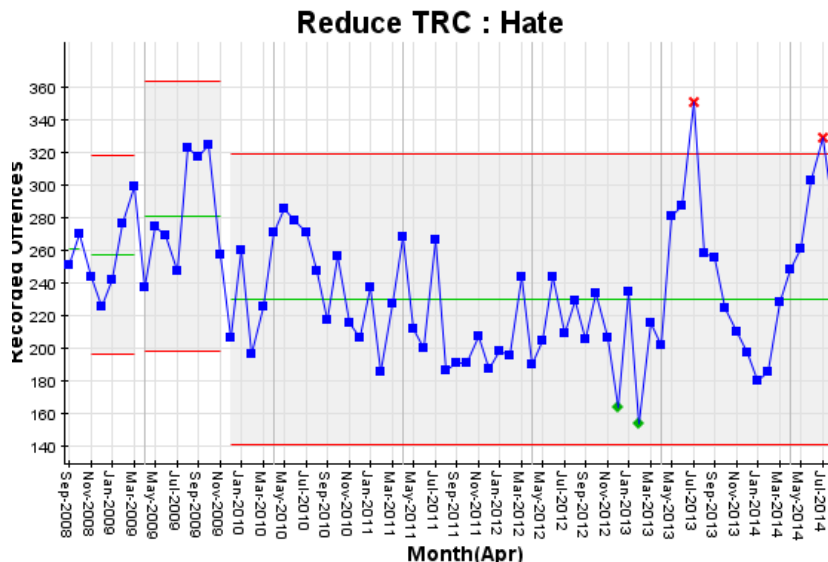
- 61. Public protection will continue to lead on Sentinel which is the force-wide initiative aimed at targeting members of the community who are the most vulnerable. This initiative will be re launched in October with a designated team to enforce the key aims and service delivery to vulnerable victims who may be reluctant to come forward due to a lack of confidence in reporting to statutory agencies. The initiative will continue to focus on five key areas child sexual exploitation, HBV, human trafficking, female genital mutilation and domestic abuse.

Domestic Abuse



- 62. The Force has experienced a consistent increase in the recording of DA incidents since May 2014. This increase in recording has mainly centred on those areas on the Western side of the force. DA recording peaked to unprecedented levels in June and July putting additional pressure on the newly formed teams.. This has resulted in the formation of a fortnightly Gold meeting chaired by ACC Foulkes to ensure that the force fully understands this issue and is able to react to that increase on demand by flexing both public protection and force resources.

Hate Crime



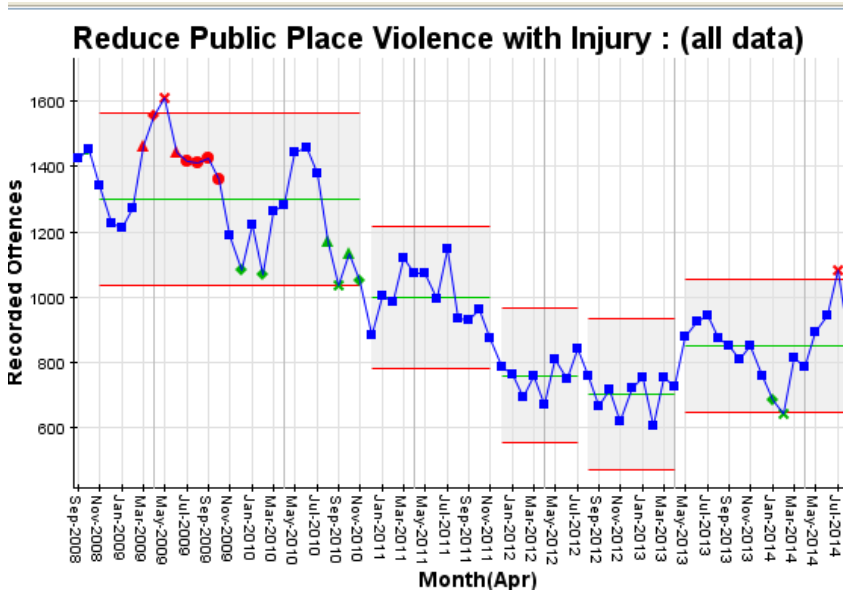
- 63. YTD, recorded hate crimes are stable and around 2.7% higher than in 2013/14. July last year was a peak month, with reporting reaching a high after the murder of Lee Rigby and the mosque bombing incidents significantly raised public awareness.

Child Sexual Exploitation

- 64. WMP are reviewing the findings and strategy of the independent Report Rotherham.

Reduce public place violence by 5 per cent

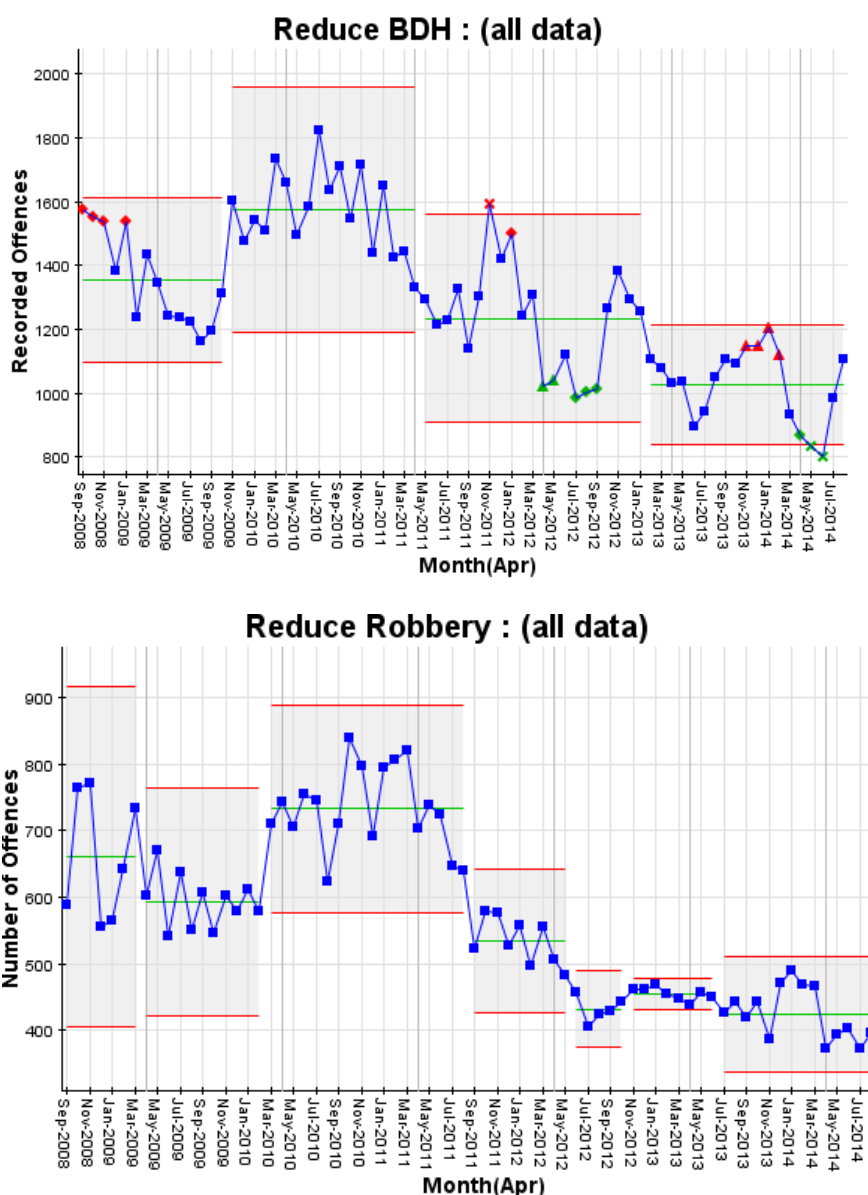
- 65. Public Place Violence with Injury levels are showing a small increase compared to last year (+5.5% or 236 more offences), however levels have been stable apart from this July where there was a significant increase



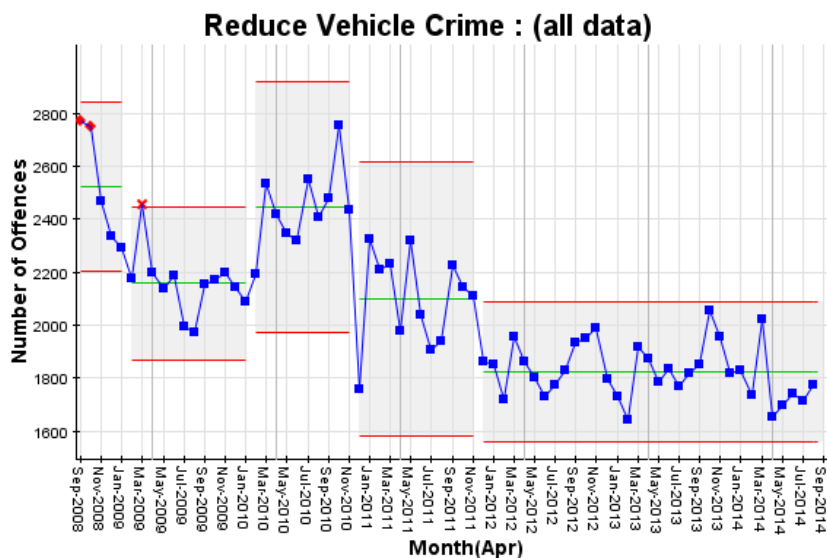
66. Operation Greenshield was the Force's response to Public Place Violence and has looked at:
- Developing World Cup night time economy and public place violence plans
 - Drive around Domestic Abuse incidents and development of robust Offender management
 - Alcohol – link into the strategic objectives
 - Develop the Weekend focus on public drinkers identification count. Working with partners to count locally and pick up and pathway any opportunities to create diversion

Reduce property-related crime, with a focus on burglary (reduce by 2 per cent), robbery (reduce by 5 per cent), thefts relating to vehicles and business crime
 Lead ACC Local Poling/Crime – Monthly

67. Burglary and robbery are both significantly reduced year to date. Robbery recorded its lowest ever volume in April and July (374 offences) and burglary saw three consecutive months of lowest ever figures (April 868, May 842, June 803).



68. Vehicle Crime is also seeing a good reduction compared to this time last year (-5.2% or 470 fewer victims).



69. Overall business crime is increasing by 10.1% or 1498 offences and contributes just over a fifth of total crimes.
70. The biggest proportion of business crime is theft shops and stalls. This has increased compared to 2013/14 (6.9%) and the last 6 months have been above average. The other increase in Business Crime has come largely from make off without payment ('bilking') offences, which have increased 38% YTD. This is the highest that bilking has been since Operation Kadence began in summer 2011, leading to a sharp reduction in offending.
71. Operation Kadence has been reinvigorated and aims to:
- Identify best practice through the adoption of a corporate investigation and operating model in line with continuous improvement principles
 - Improve the standard of investigation and maximise intelligence sharing opportunities through ownership and accountability
 - Reduce the level of offending whilst improving solved and resolved rates
 - Develop sustainable partnerships across the industry to improve future crime reduction and detection

With partners, tackle the locations and people that contribute the highest crime levels and demands on public services

Lead ACC Local Policing – Quarterly

72. In June 2013 the Government announced an intention to extend the Troubled Families Programme which would reach out to a further 400,000 families over a five year period commencing April 2015. The Government has recently confirmed this pledge. In the West Midlands Police area, Dudley local authority will be an early adopter site for the new expanded programme. 'Troubled Families' are defined as households involved in crime and anti-social behaviour, have children who are not in education, have an adult on out of work benefits, and/or who cause high cost to the public purse (discretionary criteria). Under expansion of the new programme, new criteria will apply and will consider families:

- affected by domestic violence
- who have vulnerable children have a range of mental and physical health problems
- are at high risk of unemployment; and
- who are involved in crime from generation to generation

73. West Midlands Police continues to work on developing a performance framework for Troubled Families which will endeavour to assess and develop evaluation methods for demand reduction for costly services resulting from the Troubled Families Programme.

Better protecting people from harm

Working with partners reduce the harm caused by gangs and organised crime groups by continuing to target them

ACC Crime – Quarterly

74. *In ACC Crime Portfolio Report October 2014*

With partners reduce the harm to vulnerable victims

Lead ACC Local Policing/Crime – Quarterly

75. The roll out of the new Service Transformation operating model commenced on 2nd June 2014. This new operating model demonstrates West Midlands Police firm commitment to protecting the most vulnerable members of our communities. At the conclusion of the Service Transformation programme in November 2014 the force will have increased the public protection establishment from 446 to 720.

Reduce the harm caused by extremism by continuing to target them under the local and national strategy in partnership

Lead ACC Security – Quarterly

76. *To be included in ACC Security Portfolio Report November 2014*

Develop tactics to tackle child sexual exploitation, modern day slavery (people trafficking) and honour based violence

ACC Local Policing – Quarterly

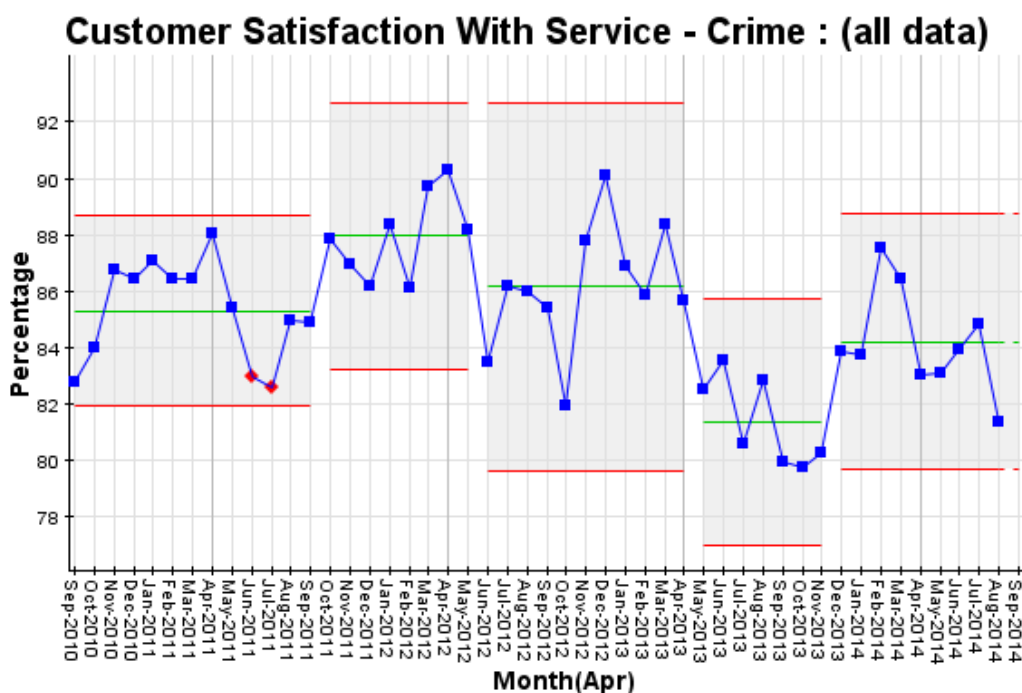
- 77. Sentinel which is the force-wide initiative aimed at targeting members of the community who are the most vulnerable. The initiative will continue to focus on five key areas child sexual exploitation, Honour Based Violence, human trafficking, female genital mutilation and domestic abuse

Improving the service the public receive from the police

Increase satisfaction with services provided relating to crimes

Lead ACC Local Policing – Monthly

- 78. 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 August 2014) overall satisfaction with the service received for crime is stable at 83.6%. The last eight months have seen improvement in satisfaction of Crime since last autumn’s low and ther Force has seen a significant step change up in performance.



- 79. Compared with Forces most similar to WMP, the Force is just below average. Satisfaction is managed by ACC Foulkes and CI Platt has just been appointed as Force Lead for satisfaction.

Increase satisfaction with services provided relating to anti-social behaviour

Lead ACC Local Policing – Monthly

80. Satisfaction with ASB remains stable at 78.2% (rolling 12 months). Like satisfaction with crime, performance deteriorated in autumn 2013, but this does now seem to be slowly improving.
81. In July, the ASB Risk Assessment Matrix started to be piloted across Birmingham LPUs (last autumn it was piloted in BE and BW). The matrix aims to better identify and deal with vulnerability and risk amongst ASB victims and as a result may help to improve satisfaction levels across these LPUs.

Develop work to improve victims services, supported by specific funding from the Police and Crime Commissioner

Lead ACC Operations – Quarterly

82. The force has two areas of research being supported by the Commissioner to bring to the attention of the board; one examining the service provided to victims of domestic abuse and the second exploring the perception of BME communities towards the police in the West Midlands. In addition to this the force will be assisting the West Midlands Office for Policing and Crime as the provision of victims' services transfers to local commissioning.
83. The domestic abuse research is being conducted in partnership with Birmingham University. The objectives of the research are:
 - a) Improve victim satisfaction
 - b) Reduce the risks to victim
 - c) Reduce repeat victimisation
 - d) Reduce the attrition rate
 - e) Enhance the capability of staff and officers.
84. The research will meet these objectives by asking the following questions:
 - I. Why victims don't report offences?
 - II. What is the victims' experience?
 - III. Should the police do anything differently?
 - IV. Could the police do anything better?
 - V. What worked well?
 - VI. Did you know what support other than the police was available?
 - VII. Would you have welcomed contact from the police sooner to understand your experience and help improve the service police provide?
 - VIII. Should the police routinely survey victims, if yes how should this be done?
85. The research will provide WMP with a base line regarding the service we deliver and an evidence based approach to supporting change where necessary. The work is being managed through the Domestic Abuse Delivery Group. The research to understand the perception of BME Communities towards the police in the West Midlands is currently being formulated.

86. The aims and objectives of the research will be:
- a) To examine the perception of BME communities towards the police in the West Midlands
 - b) To examine how best to reach otherwise 'hard to reach groups' in the West Midlands
 - c) To examine methods of engagement with BME communities and helping build trust between the police and BME communities
 - d) To examine the causes of dissatisfaction and how can WMP improve

Superintendent Fraser is co-ordinating this research and further updates can be provided as the work progresses.

Implement the Code of Practice for Victims

Lead ACC Operations – Quarterly

82. 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.
83. 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.

Develop strategies to reduce repeat victims of crime and anti-social behaviour

Lead ACC Local Policing – Quarterly

84. Police and partners are approaching the final stages of preparation for the local arrangements to the Anti-Social Behaviour, Crime and Policing Act 2014. Processes are being put in place across the seven Community Safety Partnerships to review how they respond to complaints of ASB from the community.
85. The Vulnerability Matrix has been piloted across two local policing units and has been extended across the whole of Birmingham with a view to further rollout. Evidence based through research work with Cardiff University and being developed under the governance of D/Supt Angie Whitaker
86. The HMIC Report on 'Core Business' measured how well forces prevent crime and anti-social behaviour identified that the force provides considerable training relating to vulnerability and the use of the national decision making model has been provided to the control room operators to assist them in identifying the appropriate response.

Seek new opportunities to improve public accessibility to policing services

Lead ACC Local Policing – Quarterly

87. The Force continues to explore the future options for Front Office provision and has recently completed a survey of public perception and demand within each of the offices across the Force, including detailed analysis of users' needs and requirements. The results of this are currently being analysed and together with the feedback from a comprehensive consultation process will be presented to Force in the near future. There has been extensive partner and community consultation throughout the review, including Independent Advisory Groups, and online surveys.

Supporting stronger communities

Work with our partners to further reduce crime on our transport network by implementing the partnership Safer Travel Plan

Lead ACC Operations – Quarterly

88. 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.

Improve our ability to work with partners to identify early intervention opportunities within communities

Lead ACC Local Policing – Quarterly

89. WMP recently won a Birmingham and Solihull Mental Health Trust's 'Quality and Excellence' award recognising WMP collaboration with other partners in 'Street Triage' scheme. Running since January, the 'Mental Health Triage Pilot' has seen police officers crewed with mental health nurses and paramedics in a plain responder vehicle, seven days a week
90. Thanks to the current pilot, s.136 has been used just 176 times during 1,058 callouts since the start of 2014 and only two of those people have been taken to police stations – one of the lowest figures in the country – with the others taken instead to preferred safe health facilities.
91. Multi agency approach in relation to child safeguarding through the Sandwell and Birmingham Multi Agency Safeguarding Hub facilitates and expedites early and informed intervention and effective response by the most appropriate agency

Develop community capacity to deal with local issues

Lead ACC Local Policing – Quarterly

92. WMP continues to develop its work with volunteers, Supt Parsons is reviewing relationship with active citizens starting with Neighbourhood Watch and StreetWatch

Respond to issues from the summits convened by the Police and Crime Commissioner

Lead Various – Quarterly

93. *Required: WMOPC to provide update in September 2014*

Ensure an effective contribution to national policing

Ensure West Midlands Police has appropriate capacity and capability to support the five components of the Strategic Policing Requirement: terrorism, other civil emergencies, organised crime, public order, and large scale cyber incidents

Lead ACC Security – Quarterly

94. To be included in ACC Security Portfolio Report November 2014

Ensure the public of the West Midlands benefits from the work of agencies across the national policing landscape i.e. National Crime Agency, College of Policing, Home Office Immigration Enforcement, Action Fraud and Counter Terrorism

ACC Security – Quarterly

95. To be included in ACC Security Portfolio Report November 2014

Establish a Regional Organised Crime Unit (ROCU) to meet our national requirement

Lead DCC – Quarterly

96. Required: Within ACC Crime Report – October 2014

FINANCIAL IMPLICATIONS

LEGAL IMPLICATIONS

EQUALITIES IMPLICATIONS

NB All reports to be written using the SPCB Report Template