



**STRATEGIC POLICING AND CRIME BOARD
2nd December 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 with similar levels of offending to last year and continues to record lower crime levels than its peers with high data integrity. Significant reductions have already been seen for burglary dwelling and robbery and the reoffending rates are the best in the country. Levels of confidence have improved as has feelings of safety. The force continues to prioritise encouraging reporting from vulnerable victims.

BACKGROUND

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



- 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

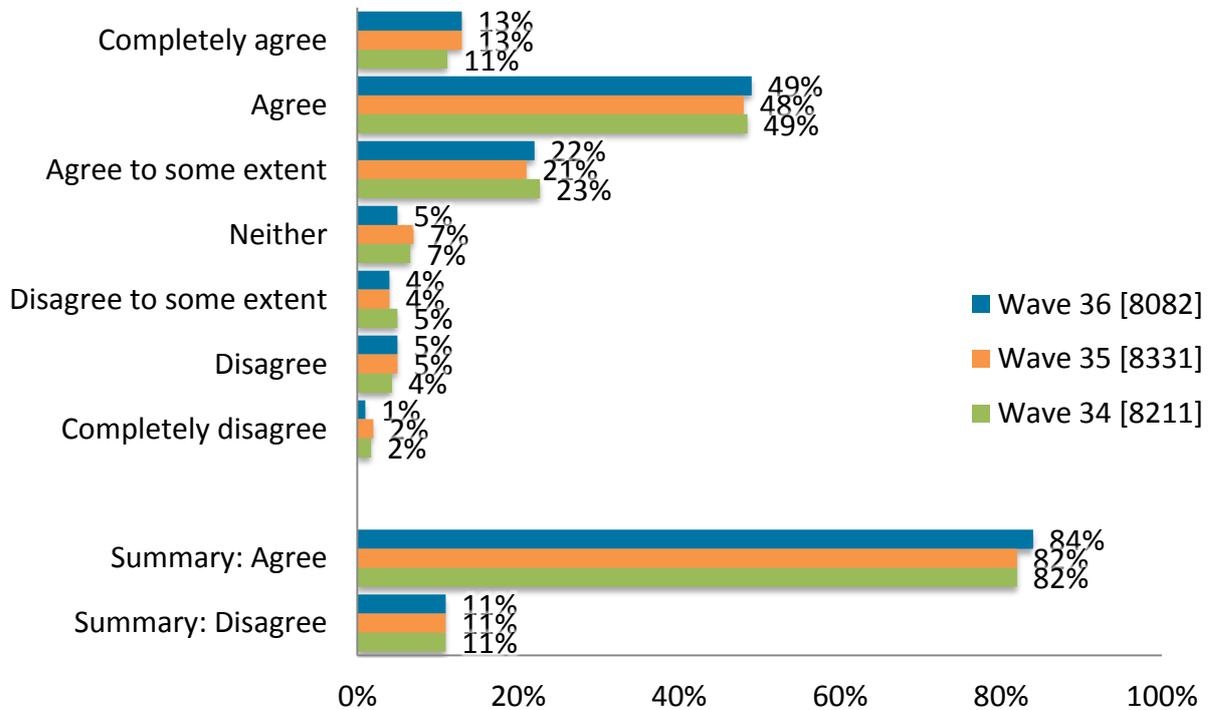
MILESTONES AND DELIVERABLES

Improving public confidence in policing

Increase confidence in policing

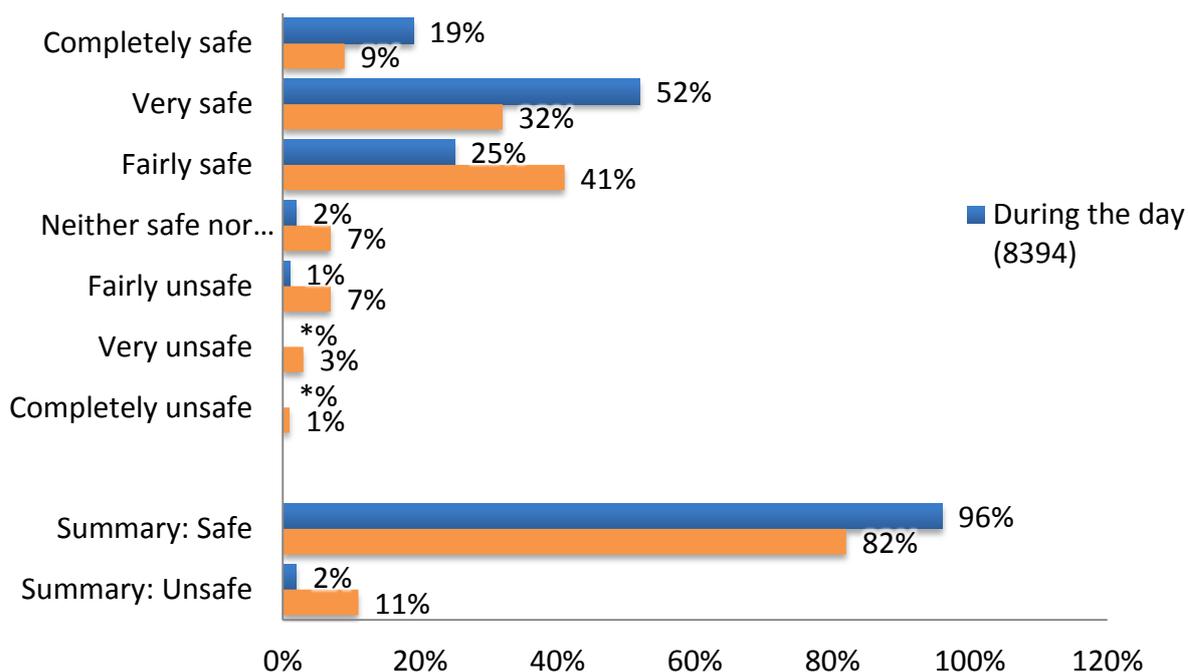
Lead ACC Local Policing – 6 monthly

- 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. A 6-strand plan was presented to the Chief Constable and ACPO in March 2014 and received broad support. These 6 strands and their updates are below.
8. The previous threats identified have been minimised or negated with the exception of the delivery of fully automated NPT websites (ICT capacity). This remains the most significant threat to force wide implementation of the You Said, We Did, We Listened methodology.

Confidence delivery plan

9. It continues to be a working document subject to continuous review via the Board. This plan is currently being revisited to reflect the organisational changes to the Force.

Neither/Nor plans

10. Funding was authorised and obtained for BMG to conduct the analysis on the remaining 6 LPU's. This was delivered during July 2014 and is being reviewed with a view to creation and implementation of a tactical plan bespoke to individual LPU's and the relevant data. This will be led by Force Communications in conjunction with the respective LPU leads.

Confidence Key Driver analysis bespoke for LPU's

11. A solution has been devised that allows for a link to be provided to each Neighbourhood Sgt to facilitate the provision of this information (via SfN) with one click of a button, which is not dependant on individual's abilities. This has only been completed within Sandwell LPU pending roll out but plans are in place to progress this to the remaining LPU's across the force.

Roll out of the You Said, We Did, We Listened methodology

12. This process was subject to an experiment and to academic review. During the course of the experiment, confidence increased significantly by 23% in Tipton Green, from 64% to 87%.
13. The development of an essential automated IT system to feedback to the public remains as work in progress and subject to IIP. A partial solution was developed, by local OSD staff, which allowed the methodology to be rolled out in Sandwell in June 2014. This is still within its first iteration but since commencement over 2200 households have been surveyed. Almost 1000 reported having no issues with Speeding, Parking, ASB and Youth Nuisance constituting the main areas of concern. The LPU is currently working on these priorities and feeding back to the public. Over 1500 people surveyed requested updates which supports the importance of feedback.

FTD/Confidence/Survey Methodology

14. The academic review suggested improvements in the manner in which we obtain our confidence measures. BMG have been engaged with to establish what is at our disposal to determine what individual members of the public mean by Confidence and what influences their perception of it. Both Warwick and Coventry Universities are currently being engaged with as a means of progressing this area.

Prolonging of current experiment

15. Support and funding for the continuation of the experiment concludes in December 2014.

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

Lead ACC Operations – Quarterly

16. There are sixteen elements to the joint Stop and Search Action Plan, which was created following the Stop & Search Summit in September 2013. Eleven of these elements have now been successfully delivered. The plan fits broadly into four categories – governance, training, public scrutiny and the new recording system. Progress against these four areas is described below together with details of headline stop and search data and the next steps.

Governance

17. Governance is driven through a gold, silver and bronze command structure within which ownership and accountability are clearly set out. Front line supervisors are the guardians of front line practice and audit all stop and search activity. Each LPU has a gate keeper at the rank of inspector who provides a second filter around quality and good practice. Senior officers on each of the LPUs and departments are ultimately accountable for the conduct of their staff.

Training

18. 5000 front line officers have received a bespoke one day training session. The sessions were delivered locally and many involved the participation of local community representatives. The training focused on law and procedure, street craft including the formation of reasonable grounds to search, the importance of civility and understanding the impact on communities of using the power effectively or ineffectively. All sergeants and inspectors also received additional training affirming their responsibility to lead and manage stop and search operationally.

Public Scrutiny

19. There are ten local scrutiny panels that meet every six weeks and work to a standard agenda with room for local expression. The panels review LPU specific data sets including race proportionality and arrest rates and are given actual search records to examine. Feedback from the panels helps to inform force policy and practice. The feedback is broadly very positive, with strong support for the improved way in which the force uses of the power.

New Recording System

20. The new electronic recording system (e-Search) went live at Sandwell in April 2014 and is now in use across the entire force, replacing the dated paper based recording system. The system provides immediate and accurate data capture, which is being used to better evaluate effectiveness and to provide a richer narrative around the use of stop and search to communities across the force area.

Headline Data

21. Prior to the action plan the force conducted on average 2700 searches per month with an arrest rate of around 8%. Currently the force conducts on average 1200 searches per month with a positive outcome rate of 21%. Asian people were twice as likely to be stopped and searched as white people, that ratio is now 1.5 times. The ratio for Black people has fallen from 3.7 to 2.8 times more likely to be stopped and searched than white people. This data is based on a comparison of the period April to November 2013 with April to November 2014.

Next Steps

22. The force will now focus on developing an improved intelligence led approach to the use of stop and search. Quality daily briefings to front line officers will be a key aspect of ensuring officers are well informed with the latest intelligence on offenders and crime patterns and are therefore most actively using the power in higher crime areas. In support of public scrutiny the force is working with the local scrutiny panels to offer up lay observation opportunities to see stop and search taking place first hand.

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

Lead ACC Operations

23. PSD have recently carried out an interim restructure within the department with the aim of improving confidence in the way that complaints against the police are investigated. PSD were suffering a significant backlog of cases that impacted on the timeliness and quality of investigations, prolonging the matter not only for the public but also the officers concerned. It is understood that complainants generally want a swift resolution to their complaint and want to feel they have been listened to.

24. The restructure has involved internal movements of staff to focus on clearing the backlog whilst at the same time manage the new complaints coming into the team. There is now a greater emphasis on resolving complaints quickly by way of 'Service Recovery' or 'Local Resolution' and only carry out a full investigation in the more serious cases. The change was put in place six weeks ago and already there has been 25% decrease in cases booked out for investigation. This change has created capacity for investigators to carry out thorough and timely investigations additionally there is no longer a backlog.
25. The longer term plan is to reduce the numbers of senior officers within PSD in favour of investigator posts to allow greater capacity for improved investigations and more proactive investigations to take place.
26. A further more detailed update will be provided to the Strategic Police And Crime Board in March 2015

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

Lead ACC Local Policing – Quarterly

27. In July last year, we commenced Sentinel, which ran for a period of 6 months.
28. The initiative was aimed at enhancing the service provided by West Midlands Police and its partners to victims across the force area, who remain hidden and silent for a number of reasons. These reasons can include mistrust of statutory agencies, fear for personal safety and the influence of family, cultural beliefs and behaviour.
29. Sentinel was really impactful in terms of raising awareness of these issues, both internally within our own Police Family and also with external partners but most importantly, within the communities we serve. Sentinel focussed on:
 - Domestic abuse;
 - Child sexual exploitation;
 - Human trafficking (which is now referred to as Modern Day Slavery);
 - Forced marriage;
 - Honour-based violence;
 - Female genital mutilation.
30. During the period it ran there were over 500 Sentinel specific activities (in addition to 'business as usual') recorded by our Local Policing Units and departments during its course. That's an incredible achievement.
31. However, through our learning and evaluation from Sentinel, we acknowledge that as a Force we still do not truly understand the scale of the risk that these areas pose and that we need to build upon our knowledge and capability to enable us to do more to inspire the public to have faith in our ability to deal with those offences which can be described as hidden in our communities. One of Sentinel's objectives is to enhance our knowledge and understanding of safeguarding and to do this we need to constantly listen, learn and respond appropriately.
32. In commencing Sentinel for a second time we want to ensure that we involve our partners from the beginning. We recognise that sustained partnership will help us to unlock doors that are currently closed and to build confidence amongst communities in our collective capability.

33. We, the Police, are in essence, a law enforcement agency. In many cases the Police are often the very last organisation victims want to come to, as they do not want to criminalise their families or make things even worse as it may put them at further risk. Additionally many people do not see their treatment as a crime.
34. It is hoped that by working together with our partners and our communities with the drive of Sentinel, that we can we strengthen our response and reduce the number of victims of these abhorrent and heinous crimes that are occurring today, behind closed doors within the West Midlands. Only by working together to forge ideas, strategies and commitments to empower those victims who haven't got a voice, can we defend their rights and safeguard them from harm.
35. With these aims and ambition in October we launched Sentinel once again to partner agencies to consult with them and galvanise action.
36. We will be building on the success of the last initiative and incorporate other strands of:
 - Child Abuse;
 - Rape;
 - Serious Sexual Assault;
 - Prostitution.
37. This partnership consultation event was the first of its kind for the West Midlands Police in bringing partners, community members, victims and Police together from all over the West Midlands to pool knowledge and understanding and to send a strong message, that we will disrupt and fight all those who inflict suffering on others. The day was an exchange of ideas, to find ways to tackle some culturally deep-rooted prejudices. And to find ways to we work together to improve our collective response to protect vulnerable victims throughout our daily business, in whatever capacity we work and to build a culture regionally that encourages victims and communities to come forward. Sentinel's aim is to keep these issues under the spotlight.
38. The feed back from the day was overwhelmingly a success. Survivors shared their stories and partners made commitments to make change. From the delegate list, a Sentinel KIN network was created where good practice and ideas have been exchanged. Good practice from partners as a result of Sentinel focus will be fed back into us and captured by our intelligence department. Following on from the ideas exchange, we have also created an intelligence referral mechanism for partners to feed in intelligence that they may gain during their day to day duties, using the 5x5 intell form and the email address: fib@west-midlands.pnn.police.uk
39. Again, any partner intelligence submissions will be captured by our intelligence department and its success can be measured due to the 'sentinel partner' marker that is placed on the IMS.
40. Each Sentinel strand has a thematic lead with a delivery plan that is implemented by an LPU Sentinel bronze. All of this work is complimented by Comms who are creating various internal and external campaigns around the different themes.
41. From 27/11/14 to 17/03/15 2015, all response officers will receive a Sentinel training day with the investment from the Geese theatre to make it an interactive, impactive training day.

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

42. 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.
43. 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/>)
44. 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.
45. In addition to the data audit HMIC examined:

Leadership and Governance

46. 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

47. 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

48. Does the force have staff whose conduct and skills ensure accurate crime recording? 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.
49. 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.

50. 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.

51. 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.

52. 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

53. *Not required*

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

Lead DCC – Quarterly

To be included next Quarter

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

Lead ACC Beale– Quarterly

54. The EBT are linked in with the College of Policing through Dr Nicky Miller who is their link for promoting best practice. WMP link with the college is far ahead of other Forces and we are regularly cited by the College as leaders within this field.
55. A series of workshops, (which will be known as Evidenced Based Camps) are being organised for the New Year and beyond. This gives an opportunity to get Forces together to talk about what research they are conducting and more importantly what works.
56. This also includes, an online evidence tool kit, which looks at specific projects within Forces and a model which will measure how evidenced based each Force is.
57. Finally through the College there will be training provided to all Inspectors and sergeants on the practical use and implementation of EBP, in order to give them a better understanding. Hampshire, Sussex, Scotland and PSNI will be the first Forces to deliver this training April 15 onwards (no date for WMP yet).
58. We have contact with all local Universities, but in terms of collaborations WMP are linked in with Birmingham, Coventry, Warwick, Loughborough, Liverpool, Cambridge and UCL. Our stance though is to keep our options open and in the right circumstances work with whoever. Good contact network established through research fairs and personal contact with myself.

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

59. West Midlands Police (WMP) strategy to respond to serious and organised crime is being refined in light of the change of the government strategy and adoption of the four 'P' framework from Contest. The strategy is in draft and currently out for consultation with key stakeholders. It will be published prior to the end of the performance year.
60. Force CID and several local policing units have already adopted the 4 P approach and this is being rolled out across the force. Notable examples include:

Operation Astana

The approach to tackle organised crime in Coventry

Project Concord

The approach to reducing the harm from organised crime in Birmingham East.

61. Project Concord has forged strategic and tactical relationships with external partners including the National Crime Agency, Her Majesty's Revenue and Customs, the Home Office, West Midlands Counter Terrorism Unit and the Regional Organised Crime Unit.(ROCU) The agencies have developed information sharing arrangements and are utilising collective capabilities to relentlessly disrupt Organised Crime Groups (OCGs) across all four of the P strands.
62. The project have also developed two locally based panels, attended by local statutory partners, with the first focusing on Pursue opportunities, whilst the second focuses on the Protect and Prevent strands. These panels have identified further opportunities to disrupt OCGs causing harm to communities.
63. Project Concord has recently been transferred into the ROCU and is now applying the same methodology to three regional priorities namely:
 1. Serious and Organised Crime emanating from Birmingham East
 2. Firearms
 3. Modern Day Slavery

Work with safeguarding partners to improve the outcomes for vulnerable people

Lead ACC Local Policing/Crime - Quarterly

64. This is ongoing, business as usual within Public Protection. A bespoke DA course has been created which all offices will attend, regardless of if they have previously worked within a DA department. This course outlines the expectation of each officer and includes several inputs on safeguarding contained within presentations from both police personnel and partners.
65. DA Offender Managers have also been created within the PPU, whose direct focus on perpetrators' and work with partner agencies, will improve safeguarding for victims.
66. The Force Vulnerable Adult hub continues to improve partnerships and streamline processes within local authorities. They are being proactive in implementing the Care Act 2014 which will become statutory in April 2015 in particular around preventing abuse of Vulnerable Adults within the West Midlands area. Their work includes internal and external training and very close partnership working with Local authorities and the Care Quality Commission.
67. D/Supt Tim Bacon continues to lead and will implement the recommendations from the HMIC report for Child Abuse, where there are clear directions regarding partnership working. This piece of work will be contained within the next PPU newsletter.

Improve the quality and sharing of information with partners

Lead ACC Crime – 6 monthly

68. There are currently 3 areas that have implemented the MASH model of working within the Force. These are Sandwell, Birmingham and Coventry. Within the MASH there are multi agency partners sharing information and intelligence in relation to children and adults to assess risk and implement safeguarding actions. This model has been proven to be effective by SW and will be rolled out to the rest of the Force. The next implementation will be WS and SH in early 2015.

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

69. The Community Rehabilitation Company (CRC) procurement process has identified a preferred bidder for our Staffordshire and WM contract package area. This is an organisation called the Reducing Reoffending Partnership (RRP). RRP are consortia of three specialist companies in this sector: Igneus; St Giles Trust; and CRI. Igneus are a leading provider of education, employment and training provision for ex-offenders and delivering the government's "work programme"; St Giles Trust work with 'peer mentors'; whilst CRI already provide drugs treatment services in Dudley and will begin doing so in Birmingham from April 1st under CCG commissioning.
70. The National Association of Probation Officers (NAPO) is seeking a judicial review of the governments right to award the contract (share sale) based on risk it poses to the public. Both sides are currently building cases / gathering evidence. Once settled, WMP will be engaged with RRP to understand the impact the award will have on service delivery. Key focus of our engagement will be on resettlement from secure estate, short sentence prisoners, and IOM.
71. Ministry of Justice stopped publishing reoffending data in July, to prepare for more commercial mechanisms of reporting through the CRC / payment by results contracts. It remains unclear how this will operate or what will be reported.
72. WMP are working with College of Policing, Home Office and ACPO IOM lead to scope reporting WMP performance locally in early 2015.

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

73. *Required: WMOPC to update in December 2014*

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

Lead PCC - Quarterly

74. *Required: WMOPC to update in December 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

75. Residents of the West Midlands were given the opportunity to have their say about policing and the key community safety issues in their local neighbourhood by completing a short online survey which was designed to capture what residents of the West Midlands want their local officers and other agencies to focus on in their area.
76. The survey ran for just over 3 weeks between 13th October and 5th November 2014.

77. The report explored the top three issues in neighbourhoods, the importance of issues and the best ways to consult and keep our communities informed for 2,152 residents from across the Force who responded to the survey. This is an increase of last year's return of 2,041. The consultation is part of an ongoing programme to consult with members of the public across West Midlands Police in order to provide us with an important benchmark.
78. Respondents were asked to select their top three issues in their neighbourhood. A total of 494 respondents, almost six in ten (59.0%) put burglary as the number one issues across the force for a second year running. This was followed by speeding as the second issue and inconsiderate parking as the third issue.
79. In 2013 Burglary was the top issue in neighbourhoods with a total of 442 respondents (59.6%) putting this at the top, followed by drug dealing/drug use as the second issue and inconsiderate parking as the third issue.

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

Lead PCC – Proposal 6 monthly

80. *Required: WMOPC to update in December 2014*

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

81. *Not Required: to be amalgamated into variations to police and crime plan reports*

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

Lead Director of Resources – Quarterly

82. The current Police Officer recruitment process has seen a number of initiatives in place. Example of events include the design and delivery of "Discovery days", specifically for BME applicants, awareness sessions that include knowledge of WMP (Skills, Values, competency requirements) and to prepare individuals for assessment process. In addition, individuals have been "buddied" with existing officers to act as support throughout the process.
83. The involvement of community partners in the selection and final interview phases has also been introduced, with the appointment of community panel reps at interview stage. Training around "unconscious bias" has also been delivered to those involved in recruitment interviews and WMP Diversity champions.
84. The Programme of Marketing as part of phase 1 recruitment is being evaluated, with a view to developing a more targeted approach for the 2nd and 3rd phases of Recruitment. Positive action has taken place within the current apprenticeship intake, through targeted marketing in communities with high BME Representation.
85. An annual programme of internal positive action initiatives are in place to support police officer candidates applying for promotion, which includes specific events covering organisational expectations at each rank, assessment centre preparation and access to role models.

Delivering better value for money

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

Lead Director of Resources – Quarterly

86. Current work is on-going to the Central Birmingham Estate with the infrastructure build within cost, the Contract award having been authorised by the PCC and enabling works having commenced. WMP are also on track towards vacant possession of Civic House.
87. The two custody blocks being built are on program within the timeframes and cost envelope. The Black Box trial, project and meetings continue.
88. A Framework template for planning and costing training has now been developed in collaboration with other forces and is being piloted in WMP. Technological enablers to improve efficiency and effectiveness of training delivery have also been identified and will be considered.

Develop a work force that meets future needs

Lead Director of Resources – Quarterly

89. The first intake of new recruits commenced at the start of October 2014. The next intake of new recruits is scheduled for February 2015.
90. Succession plans have been received from all Departments and LPUs. A panel has reviewed all police officer roles with a further moderation panel scheduled to review police staff roles, following which an identified schedule of critical roles and individuals will be prepared.
91. Discussions with managers are occurring to identify specialist development training requirements and those not available in-house will be sought via external providers.

Develop people who are capable and effective in delivering their roles

Lead Director of Resources/ACC Beale – Quarterly

92. A workforce strategy is currently in development, alongside a Leadership and management systematic strategy scoping process that incorporates Performance Management, Succession planning, talent management, training and talent tracking.
93. Work is also taking place to link the purpose and operation of the Edr scheme with the wider performance management framework, as part of 2020 Blueprint. Work is also progressing to develop a more effective reporting capability to analyse Edr completion rates.
94. In support of developing people, over the last 12 months there have been 6 CPD events delivered that have covered 38 separate subjects. Over 900 students have attended, 91.8% of attendees state the CPD event has been beneficial to their role.
95. The Force will also continue to design and deliver future focused Training and Probation for new recruits to diploma level, meeting College of Policing curriculum requirements and priorities.

Improve productivity of staff and assets

Lead Director of Resources – Quarterly

Staff:

96. A new approach to the management of attendance is being developed, with Managing Attendance Panels being introduced in November 2014. These will be supported with attendance action plans being prepared for individuals.
97. Although a range of performance indicators are regularly reported to Command Team and PCC, further KPI's are in the process of being developed and reported in line with LPU and Departmental Strategies. The process for reporting these performance measures across a variety of audiences is also being developed. This will enable the identification of areas where improved productivity can be targeted. This will then lead to appropriate training and staff development, linking performance to objective setting.
98. There are plans to work with Management teams to minimise wastage via cancellations and non-attendance at training courses through monthly individualised and comparative reporting.

Assets:

99. A requirement to see a Reduction of Fuel bunkers has been achieved.
100. The “Telematics” project to measure WMP Fleet utilisation is still in the scoping stage but has been identified by Accenture as a key enabler going forward.

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

Lead DCC – Quarterly

101. *IIP report was an agenda item at November SPCB and any further update will be included in DCC organisational change report*

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

102. The current assessment is that Nissan leaf vehicles are still proving better value for money than other comparable engine cars. WMP, via the National Green Fleet Awards, have been shortlisted and commended on its approach to green technology.

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

Lead PCC – Quarterly until complete

103. *Not required – procurement to be re-assessed as part of planning process and PCC’s priorities*

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

104. Lead officers for WMP have met with the Accenture blueprint team to present the methodology and learning from Priority Areas. This approach to partnership working in high demand localities, will now influence the development of any revised model for neighbourhood policing delivery. A best practice event, covering Priority Areas, is being planned for 26th January 2015. This event, involving communities, partners, Accenture and the police family, will focus on the best examples of collaborative practice which reduce harm and improve quality of life in local communities

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

Lead Director of Resources – Quarterly

105. A Trainee scheme, which will lead to the appointment of apprentices, has recently commenced. The 1st group of 5 trainees are currently on a 4 week placement in Shared Services, with a further group due to commence in December 2014.
106. Nationally, Apprenticeship roles are due to be advertised in January 2015.

Reduce crime and offending

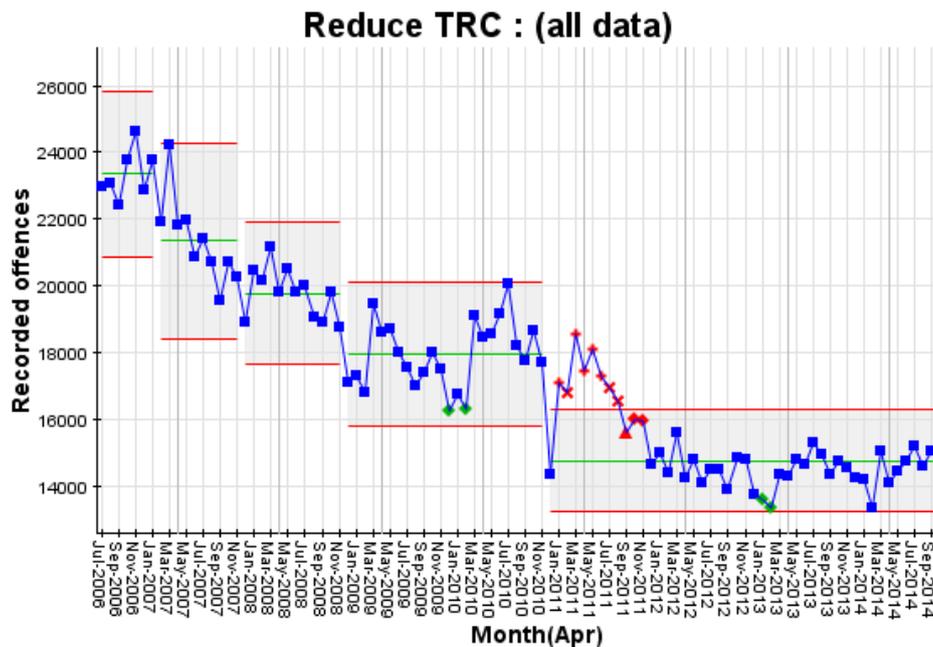
Strive to have our lowest ever crime levels

Lead ACC Local Policing/Crime – Monthly

107. 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.
108. Whilst 2013/14 saw a small increase in offences compared to the previous year, it was still the Force's second best performance year.
109. A numeric milestone has not been set for 2014/15 however the Force is committed to achieving its lowest ever crime levels.
110. As at 24th November 2014 the performance position (compared to 2013/14) for all reduction milestones and deliverables is as shown in the following table:

Force							print this page
- Change Area -							YTD
Briefing Date : 24 November 2014							
Milestones							
Reduce Burglary Dwelling ^{DW}	Last Year	This Year	Difference	Milestone	Performance	Variance	
<small>chart ▼ breakdown ▼</small>	8,045	7,310	-735	-2 %	-9.1 %	574	
Reduce Public Placed Violence With Injury ^{DW}	6,623	7,192	569	-5 %	8.6 %	901	
<small>chart ▼ breakdown ▼</small>							
Reduce Robbery ^{DW}	3,360	3,171	-189	-5 %	-5.6 %	21	
<small>chart ▼ breakdown ▼</small>							
Deliverables							
Reduce Total Recorded Crime ^{DW}	Last Year	This Year	Difference	Milestone	Performance	Variance	
<small>chart ▼ breakdown ▼</small>	114,287	115,245	958	-	0.9 %	-	
Reduce Business Crime ^{DW}	22,978	25,016	2,038	-	8.9 %	-	

111. Total Recorded Crime (TRC) is 1% higher year to date than in 2013-14. The monthly volume remains stable, at an average of 14,770 offences.



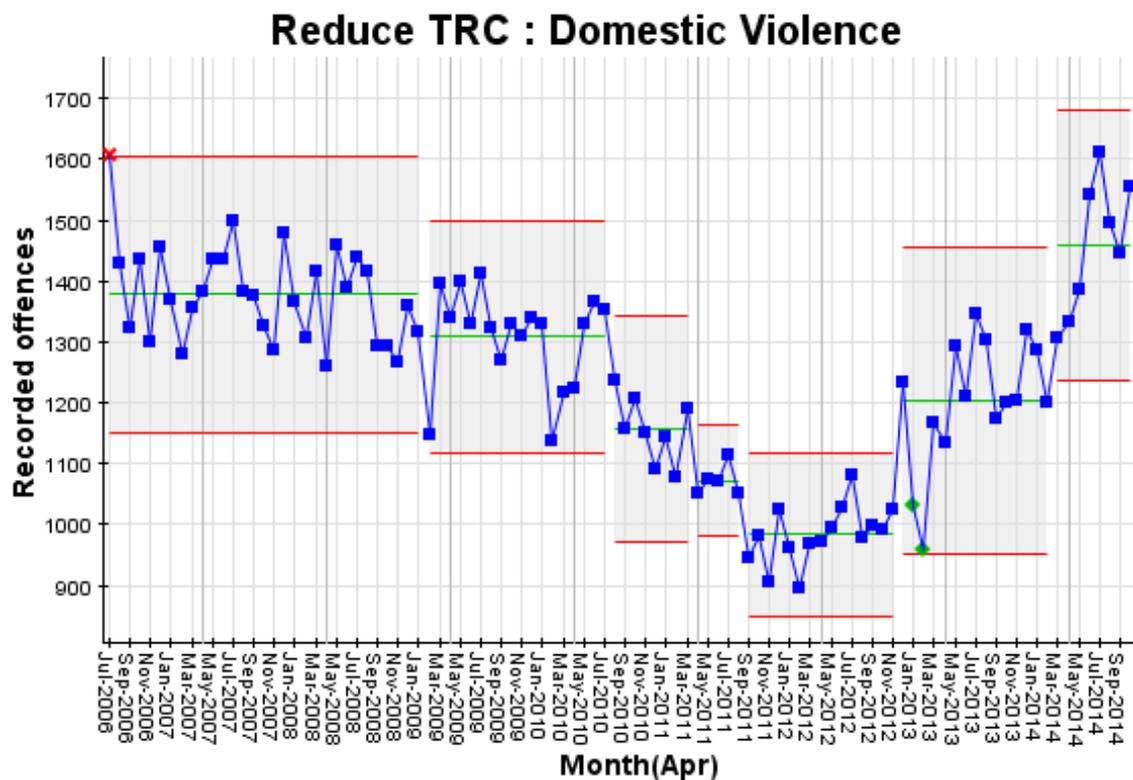
112. The WMP area continues to record fewer crimes per 1,000 residents than that of its most similar force areas

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

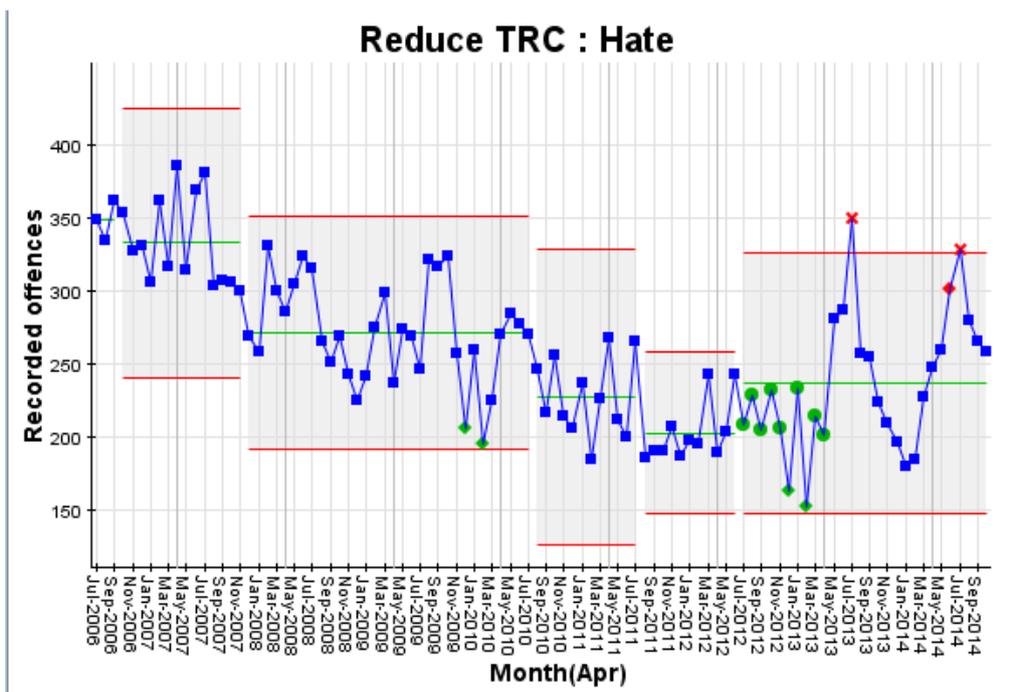
113. Please refer to ‘Encourage the reporting of crimes and incidents that are under-reported’ and ‘Work with safeguarding partners to improve the outcomes for vulnerable people’.

Domestic Abuse



114. 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



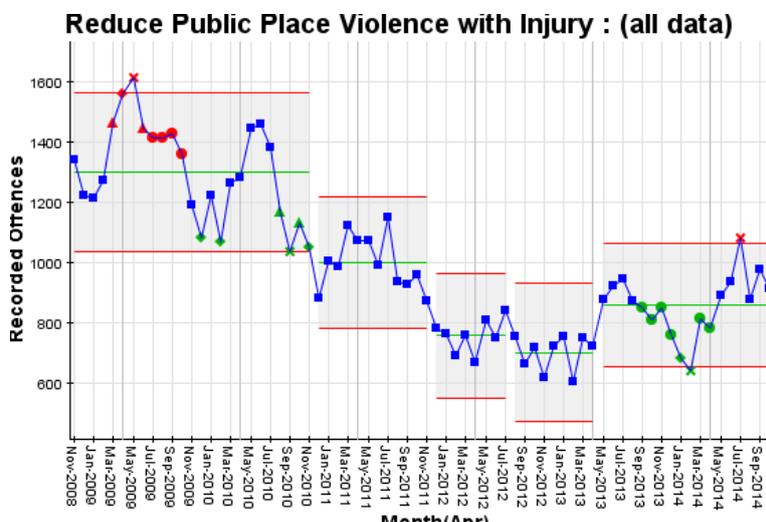
115. YTD, recorded hate crimes are stable and around 5.8% higher than in 2013/14. July last year was a peak month, with reporting reaching a high after the murder of Lee Rigby and the mosque bombing incidents significantly raised public awareness.

Child Sexual Exploitation

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

Reduce public place violence by 5 per cent

117. Public Place Violence with Injury levels are showing a small increase compared to last year (+8.6% or 569 more offences), however levels have been stable apart from this July where there was a significant increase



118. There is a focus for the Force to improve its delivery and create a position by which the Force will move towards the World Health Organisation Violence Reduction Alliance.
119. The recent establishment of the Violent OM group should target the highest level of offending behaviour through DA and other violent crimes however; much needs to be done to manage the relationship to improve outcomes.
120. A Strategic Violence Board is being established to bring together each of the thematic leads within the force.
121. A Tactical Board will be established which will drive activity at a local level. The proposal is that the group will meet monthly and a review will take place after Force DMM on Tuesdays to ensure that the propose activity has been conducted and lessons across the Force can be learnt quickly.

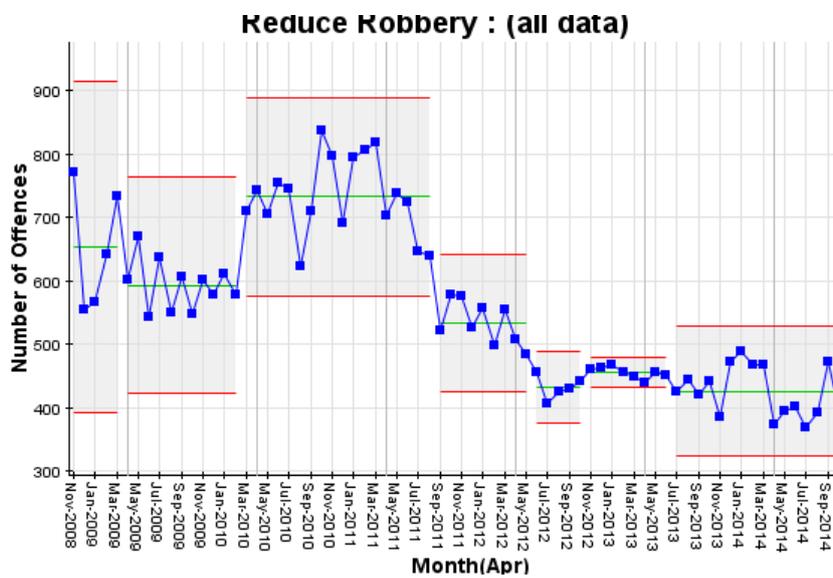
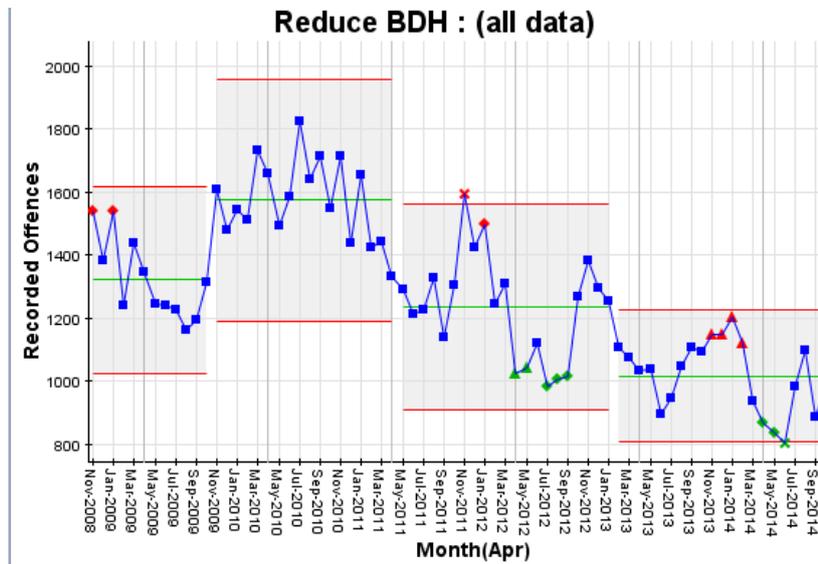
Violent Crime Reduction Plan

122. This new approach seeks to answer;
- Why do we lose victims or witnesses in prosecutions?
 - What happens to offenders through the Criminal Justice System?
 - How does drug, alcohol and mental ill health contribute to violent offences?
123. The overarching plan will be the implementation of a 90-day action period with the purpose of;
- Controlling primary and secondary violent offences and bringing offenders to justice
 - Utilising A&E data to drive effective interventions
 - Develop a wider understanding of the impact factors for improving satisfaction and trust and confidence with violent offending
 - Develop an improved model of offender management with key opportunities around Domestic Abuse, football related violence, gang related violence and the Night Time Economy.

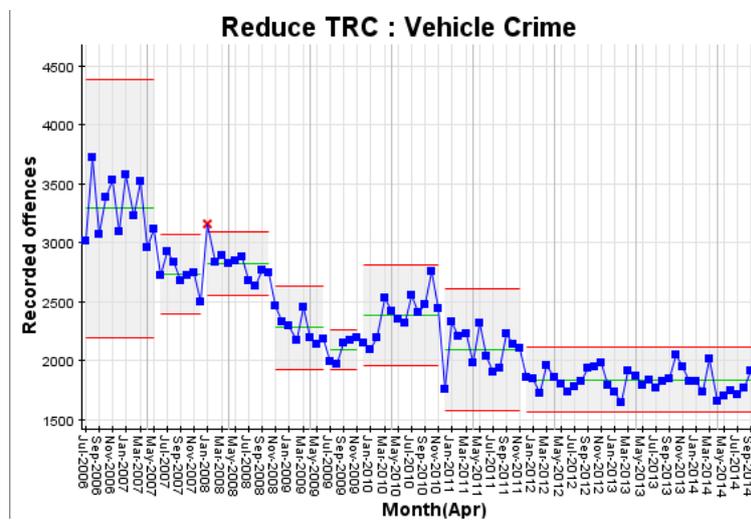
Reduce property-related crime, with a focus on burglary (reduce by 2 per cent), robbery (reduce by 5 per cent), thefts relating to vehicles and business crime

Lead ACC Local Poling/Crime – Monthly

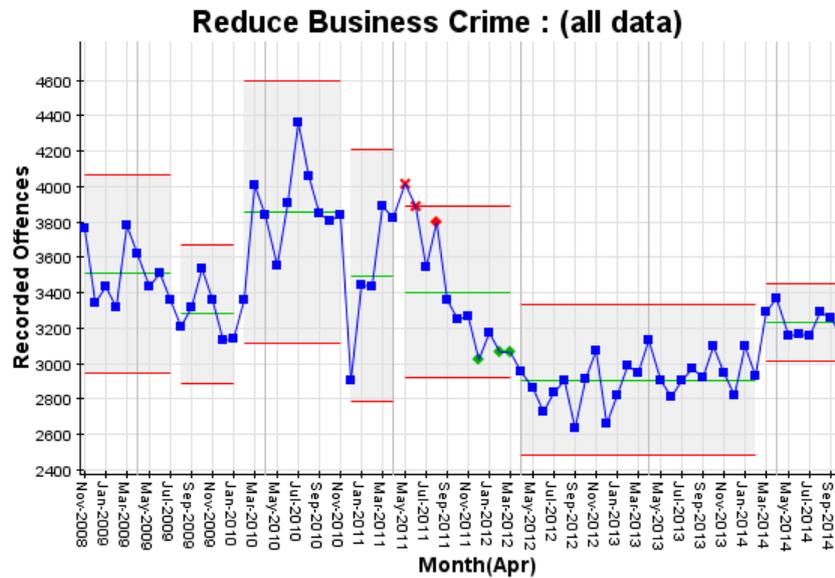
124. Burglary and robbery are both significantly reduced year to date. Robbery recorded its lowest ever volume in April and July (374 offences) and burglary saw three consecutive months of lowest ever figures (April 868, May 842, June 803).



125. Vehicle Crime is also seeing a reduction compared to this time last year (2.1% or 297 fewer victims).



- 126. Overall business crime is increasing by 8.9% or 2038 offences and contributes just over a fifth of total crimes.
- 127. The levels over the last eight months have been stable but above average.



- 128. The biggest proportion of business crime is theft shops and stalls. This has increased compared to 2013/14 (6.8%) and the last 8 months have been above average. The other increase in Business Crime has come largely from make off without payment ('bilking') offences, which have increased 32% YTD.

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

Lead ACC Local Policing – Quarterly

Ethical Demand Reduction

- 129. In October 2014, the Force agreed to implement a model of ethical demand reduction (to roll out across LPUs in January 2015) in order to respond to the on-going challenges of austerity, changing and increasing public expectations and future changes to West Midlands Police workforce sizing.
- 130. This is in common with many of our partners, where effective demand management and ethical demand reduction is becoming increasingly important for organisational and operational effectiveness. It also recognises that we must become more preventative and less reactive in the way that we deliver services.
- 131. The model is fully aligned with the ambitions of WMP2020, our Force values, vision and strategy and is designed to improve service delivery and reduce harm and vulnerability in our communities.
- 132. The methodology has a firm evidence basis and builds on research completed with Cambridge University on Birmingham South LPU, around directed patrol and within recent comparisons between Birmingham North and Wolverhampton LPUs as pilots in deploying the broader demand reduction model.
- 133. West Midlands Police is the first Metropolitan Force in the UK to implement an integrated model of demand reduction and is closely aligned with demand reduction work within Force Contact Dept.

134. The emphasis on maintaining Policing ethics within the area of demand reduction is an important one. Much of what we do has little to do with crime and disorder and yet supports Police legitimacy and public trust and confidence, for example within areas of public welfare, mental health and road safety.

135. The ethical demand reduction model is framed around five interdependent areas:

Understanding Location Demand

136. Supported through existing IT systems, Corvus, Location Profiles and mapinfo searches. LPUs are now able to more accurately define the locations, organisations and individuals that create the highest levels of demand for our services. This requires the implementation of control plans (in most cases these will involve multi agency/ partnership working) in order to reduce harm, solve problems, protect the most vulnerable and thereby reduce demand for services.

Deployment and Patrol Tactics

137. In support of addressing high demand locations and based on two years of crime and disorder analysis. This involves directed, visible patrol and problem solving by Neighbourhood Policing teams and is based on research conducted with the Force by Cambridge University.

Prevention, Partnerships and Problem Solving

138. This involves what it is we are asking LPUs to do and includes adjustments around culture and a move away from random patrol, rapid response and reactive investigation.

Predictive and patterning analysis

139. The future facing part of the model aligns with predictive principles of policing and advanced understanding of where and how demand is likely to occur. Much of this is currently based around professional judgement by analysts based on existing data. Increasingly, computer modelling will support this concept with greater accuracy. It also emphasises the journey around technology reform and the use of mobile data.

Leadership and effective governance

140. It is key that LPU teams are accountable for ethical demand reduction and that the force is able to properly measure the effectiveness of outcomes. This involves embedding demand reduction within our existing local and force level tasking and performance frameworks.

Better protecting people from harm

Working with partners reduce the harm caused by gangs and Organised Crime Groups (OCGs) by continuing to target them

ACC Crime – Quarterly

141. West Midlands Police (WMP) continue to adopt an intelligence led approach to prioritising those OCGs who present the greatest risk of harm to communities within West Midlands. Notwithstanding the prioritisation process, all organised crime groups (OCGs) are allocated a Lead Responsible Officer (LRO), who coordinates targeted activity against the OCG.

142. West Midlands Police continue to integrate the Home Office strategy into business as usual, working with statutory and third sector partners to ensure that OCGs are targeted with the full range of partner interventions, whilst developing new operating models to address the Prevent and Protect strands.
143. WMP Police are key stakeholders in a number of academic trials with Cambridge University and the Charity the Police foundation, aimed at better understanding the harm OCGs cause to communities and developing an evidence base of what works in the Prevent strand. Both of these longitudinal studies are supported by the Home Office and are likely to influence our evolving approach to tackling organised crime within the force area, the region and indeed nationally

With partners reduce the harm to vulnerable victims

Lead ACC Local Policing/Crime – Quarterly

144. Please refer to ‘Encourage the reporting of crimes and incidents that are under-reported’ and ‘Work with safeguarding partners to improve the outcomes for vulnerable people’.

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

ACC Local Policing – Quarterly

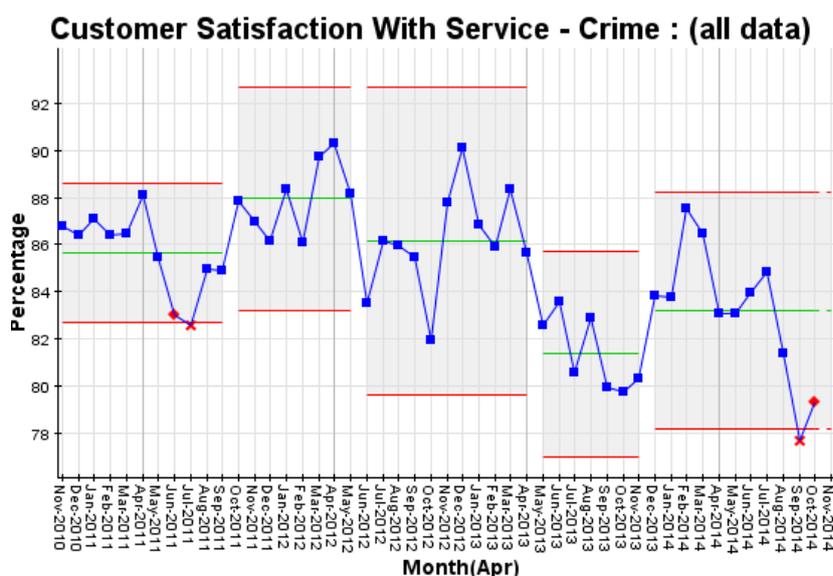
145. All of the above are driven by Sentinel and will each receive a specific focus during the on-going initiative. Each LPU Sentinel Bronze will be given an intelligence assessment from Intell and a Delivery Plan from the Bronze Thematic Lead. All Sentinel strands are included in local TTCG’s.
146. Child Sexual Exploitation: DI Gooderidge is the Bronze Lead. She has created a new CSE Disruption toolkit for officers which includes information on ‘How do I spot the signs’, ‘I know the signs what do I do next’, and ‘CSE pathways’. This is all based on regional partnership working of the ‘See me Hear me campaign’.
147. Modern Day Slavery: DI Chisholm is the Bronze Lead. DI Chisholm has forged strong partnerships with a number of organisations including the UKHTC, NCA/Salvation Army/GLA/ Regional Police forces/ROCU/WMP FIB/Hope for Justice and the Home Office. He has also identified Romanian academics who are willing to speak to Police on issues such as Roma gypsies and Roma gangs. He is in the process of creating a delivery plan and working with comms to raise awareness of modern day slavery throughout the Force in partnership with the above.
148. HBV: DS Runham is the bronze Lead for Forced Marriage and Honour Based Violence. She has created a new intranet site to assist all officers/staff dealing with these issues. This includes an aide memoire, CPS case studies, tools to empower victims, safeguarding strategies, ACPO guidance and presentations. She has delivered training both internally to all DA/SCADIP and ICIDP courses and externally to social workers, health, education, disability groups, multi agency groups etc. She is currently working on a campaign with comms to alert all officers and the community that FM is now a criminal offence. She has completed the ACPO HMIC inspection document as we will be inspected in the new year. She is also updating the FM delivery plan and FM/HBV will be supported by Sentinel and LPU Bronzes.

Improving the service the public receive from the police

Increase satisfaction with services provided relating to crimes

Lead ACC Local Policing – Monthly

149. 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.
150. Over the last 12 months (to end of October 2014). The last two months have seen lower levels of overall satisfaction than previously in the last four years, although the rolling 12 month milestone is still higher than last year.



Increase satisfaction with services provided relating to anti-social behaviour

Lead ACC Local Policing – Monthly

151. Satisfaction with ASB remains stable at 78.% (rolling 12 months). Like satisfaction with crime, performance deteriorated last month but was still better than dip last year.

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

Lead ACC Operations – Quarterly

152. The OPCC is currently mapping organisations involved in the delivery of victims' services across the force area to assess the level of coverage both geographically and in relation to particular specialisms. A Victims' Commission has been established to assess priorities for the delivery of victims services and make recommendations regarding funding allocation to the Commissioner.
153. The domestic abuse research that is being carried out for the force by Birmingham University is continuing. The proposed research on perceptions of the police by BME communities is currently being assessed for funding.

Implement the Code of Practice for Victims

Lead ACC Operations – Quarterly

154. As noted in September's performance paper, the implementation of the Code of Practice for Victims of Crime (Victims' Code) is overseen through a monthly Board made up of force Crime Managers and their departmental equivalents, chaired by the Head of Criminal Justice, Chief Superintendent Robinson.
155. A force level action plan has been created to manage the implementation of the Victim Code requirements and all LPUs and relevant departments have now created local delivery plans to ensure an effective front line service to victims. All LPUs/departments report on their progress in delivering their action plans to the Board.
156. The Board is also a forum for sharing best practice. 2-3 LPUs/departments, at each meeting, provide a more detailed presentation on their implementation work. This allows for different approaches to be shared across the force. Messaging is then sent out internally to staff and is also promoted through Corporate Communication channels, such as Newsbeat.
157. Further changes are currently being made to the electronic force crime recording system to guide staff through the Victim Code requirements. Initial changes were made several months ago to ensure that victims eligible for an enhanced service are highlighted. Further changes are now being made to the system to prompt officers and record whether a victim of crime information leaflet has been provided, whether the victim wishes to make a Victim Personal Statement or Business Impact Statement, whether they need a supporter or interpreter, and any signposting that has been made to other agencies. The changes will be completed by the end of November.
158. In September the HMIC examined the force's approach to victims as part of the Peel Inspection process. HMIC graded the force as 'good' in regards to its assessment of vulnerability, risk and the quality of victim care and made no recommendations in relation to these areas.

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

Lead ACC Local Policing– Quarterly

159. The main elements of the Anti-social Behaviour, Crime and Policing Act 2014 went 'live' on the 20 October 2014. Some elements of the Act, however, will not be enacted until January 2015. Processes were in place prior to the commencement date across all seven Community Safety partnerships and these are now being monitored.
160. The West Midlands has seen its first Community Trigger activation in Solihull. There have also been a number of instances where dispersal powers have been used. These are also being trialled where there is a relevant need at football matches.
161. The Vulnerability Matrix pilot has been considered successful and plans are now in place to roll this out across the force. This will provide consistency in WMP's approach to identifying vulnerability and meet HMIC recommendations.
162. The Silver lead for ASB is now Supt. Richard Youds (WS LPU). Supt Youds is progressing work with LPU's and partners to provide a performance framework for ASB that priorities the most vulnerable victims and locations across the force and promotes effective offender management in respect of those most likely to behave in an anti-social manner.

Seek new opportunities to improve public accessibility to policing services

Lead ACC Local Policing – Quarterly

163. Please refer to separate paper: Force Contact – Front Offices.

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

164. STP exceeded the West Midlands Local Transport Plan (v3) target of 5% reduction in crime over 3 years from 10/11 to 13/14 across all modes of public transport – achieving a total 7.5% reduction.

165. Perceptions of safety and security figures for all modes are very positive but of particular note are the increases around bus travel:-

- Overall satisfaction with bus use up to 86% from 79%.
- Satisfaction with safety at stop up to 74% from 68%
- Satisfaction with safety on bus up to 76% from 70%.
- People experiencing ASB on journey down from 17% to 10% (8% national average)
- Metro continues to enjoy high overall satisfaction at 91%
- Rail static with 1% increase onboard to 79% and decrease of 4% at station to 69%

166. Flagship STP operations continue, STP has attracted 20k funding as a key strand of Birmingham CSPs Business crime priority

- Op Goliath – Pan West Midlands all out operation with support from LPUs and BTP Sector resources operated 31/10/14 & 05/11/14, to be repeated March 2015
- Op Snow – STP Birmingham Christmas Market operation working with LPU, BTP and Network Rail focused on drink fuelled ASB and crime prevention
- ASB Ops – 7 low level ASB operations run through October focused on See Say report contents (primarily smoking on board, drug use on board and behaviour) focused on routes in/out of Birmingham, staff interacted with passengers and staff promoting STP & See Say
- Re-launch the ‘Can You See Me’ marketing campaign promoting the use of plain clothes officers across the systems and also a ‘Put Pocket’ campaign identifying passengers vulnerable to theft and engaging with them using targeted literature.

167. Marketing for Project Empower is about to start across the networks utilising funding from Birmingham CSPs Vulnerable persons and Youth Violence strands and BTP. Project Empower sees STP and West Midlands Police PPU working together to increase trust and confidence in the reporting of unwanted sexual behaviour and tackle offending. Transport operators have bought into the project and will be displaying marketing materials both onboard and at stations, at no cost to STP. Engagement will also consist of social media and passenger interaction utilising project branded materials.

168. The STP dedicated ASB team continue to work across the West Midlands tackling ASB utilising the STP case management system ReACT which has recorded over 1500 reports with 821 closed cases in the past year, the highest percentage being rowdy behaviour. The team have successes in Walsall, Chelmsley Wood and Hawkesley which have involved proactive intervention with LPUs local ASB and CSP teams to deal with identified offenders by way of appropriate intervention (ABC etc). The STP Restorative Justice programme has had 29 young people through the process.

169. The team are currently proactively working with Partners across the West Midlands and Worcestershire to gather evidence and prepare a CBO file for a persistent public transport and community offenders.

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

Lead ACC Local Policing – Quarterly

170. West Midlands Police (WMP) continue to engage and work with our partners and local community in terms of dealing with Mental Health issues. WMP sits as the regional rep for the ACPO Mental Health Meeting. Insp Michael Brown (#MentalHealthCop) has now been seconded to the College of Policing. This puts WMP in a very good position in terms of being able to shape the national agenda of mental health. Some of the associated work can be précised as:

Street Triage

Since the street triage project has commenced, 2133 incidents dealt with and 1600 face to face assessments. There have been reductions in demand by 44%, a saving of 300 people coming into police custody as a result of working with our partners in the NHS and ambulance service, direct at the point of need by the patient. 535 persons prevented from going to A & E departments.

Street Triage has gone live in the Black Country from the 12th November. With effect from the 1st December there will be a slightly different street triage model based in Coventry. There will not be an ambulance available to transport due to non-commissioning of this service for this project. This triage service in Coventry will be police and a nurse only.

Funding has been secured now until April 2016 in the form of £1.2 million from Health and the Ambulance Service, so in essence there will be a service in Birmingham, Solihull, Dudley and Coventry. A task and finish group to be pulled together with Health, AMBO and Police so information strands can be joined up.

IPCC is reviewing training at 5 national venues and they will be coming to WMP for an update with regards to the scheme and future training. IPCC Commissioner for West Midlands is also linked in with work ongoing with engaging with prevent and protect agenda.

Training /300 Voices

WMP in conjunction with other agencies have commenced a training programme project to engage 300 Black Minority Ethnic (BME) males and South Asian females in looking at Mental Health and the issues surrounding this area from young person's perspective. Training sessions are across Birmingham and Solihull and the Impact on WMP staff will be powerful

New Police recruits will have a 40 minute input from SR and the street triage team in Mental Health and then an open discussion afterwards with the students. This will inform new student officers of the complexities of dealing with mental health issues and reduce potential stereotypes of these new members of staff joining the police in relation the mental health.

Liaison and Diversion pilots

Coventry is now a national pilot for the liaison and diversion project. This is seen as a beacon of good practice. £200,000 funding has been secured from NHS England for scheme to run in Birmingham which is due to commence in January. Working with Sandwell, the ambition is to ensure all three new super custody blocks have an effective Liaison and Diversion provision. There will be an Internal and External Custody stakeholders meeting in November to ensure that all involved understand the importance.

Develop community capacity to deal with local issues

Lead ACC Local Policing – Quarterly

171. An initial scanning process has been conducted to understand the current WMP position regarding “volunteers”. This included schemes like NHW and Street Watch but went further in an effort to understand how active citizens support service delivery in WMP in other ways
172. In addition, the way in which volunteers are deployed across other Force areas has been investigated to gain a light touch understanding of some of the broader opportunities which may exist for WMP to develop community capacity in the future.
173. What this scanning identified was that there are many different and wide ranging uses of “volunteers” locally, regionally and nationally. It also highlighted some interesting media reporting regarding the use and deployment of “volunteers” to areas of business that have been traditionally considered core policing functions.

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

174. *These will form part of the varied police and crime plan*

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

Lead DCC – Quarterly

175. The West Midlands ROCU is a collaboration between the four forces within the region. The governance consists of a host force arrangement whereby West Midlands Police hold a Senior Responsible Officer (SRO) role and a single point of contact for Home Office funding arrangements. The SRO is part of a tripartite decision making model with Staffordshire and Alliance ACC crime leads. The operational functions are Regional Intelligence, Prison Intelligence (Including Project Sentinel – enhanced CT/Org.Crime working), UK Protected Persons Unit, Cyber Unit, Regional Asset Recovery, Asset Recovery Team, Fraud Unit, Government Agency Intelligence network coordinator.
176. There is an on-going change programme project to deliver further capabilities in line with the National ROCU programme and the £2m Home Office match funding. These capabilities are a Regional Confidential unit to deliver a single multi agency view of intelligence and information that can be utilised across regional forces and partners to make the right decision at the right time and place; Covert policing and Technical Surveillance, E Forensics and Communications Data sharing. The ROCU report monthly to the SRO/ACC panel for both tasking arrangements for the operational functions and a change programme board. In addition formal progress reports are provided six monthly to the Regional PCC / ACPO leads.

FINANCIAL IMPLICATIONS

LEGAL IMPLICATIONS

The matters outlined in this paper subject of collaboration do have legal implications. Those legal implications centre upon a legal framework and statutory requirements for collaborative ventures. The legal implications have been subject of scrutiny and advice of the WMP Legal Services Team.

Chief Constable, Chris Sims