

Pride in Our Police

The West Midlands Police and Crime Plan

Variation agreed xx xxxx 2015



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police and crime
commissioner

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Foreword from the Commissioner

This plan is concerned with the fundamental purpose of policing: keeping people safe and secure. It also develops the police role in supporting economic development. It sets out a preventative approach founded on diverting and deterring individuals from criminality, but it ensures that the police will continue to respond effectively to criminality and bring offenders to justice.

My Police and Crime Plan builds on that of my predecessor, the late Bob Jones, with much continued from his time in office. However, after listening to people and considering the findings from consultation, I wanted to make significant changes too. First, the Police and Crime Commissioner should take full ownership of the Plan, and I have led its development. Second, I wanted to make it shorter, simpler in style and clearer in structure.

The Plan is built around six straightforward sections, making it an easier read than previously. The Plan should be a public-facing document that West Midlands Police and partners can use as they plan ahead.

In whatever capacity you are reading this Plan, whether as part of a multi-million pound public body, a business leader or investor, or as a member of the public, I hope you find it interesting and useful.

David Jamieson, West Midlands Police and Crime Commissioner

Introduction by David Jamieson

Despite continued austerity, West Midlands Police has kept crime down, responded to operational challenges such as the NATO summit, Conservative Party conferences and EDL rallies, and is adapting to new priorities such as cybercrime and “hidden crimes”, by which I mean Domestic Abuse, Child Abuse, Vulnerable Adult Abuse, Child Sexual Exploitation, Female Genital Mutilation, Forced Marriage, Honour Based Violence, Modern Slavery, Human Trafficking, Hate Crimes and Gender Selective Abortion. We have also been assessed by HM Inspectorate of Constabulary as having made an excellent response to the funding challenge, which will continue.



Commissioner David Jamieson with Deputy Commissioner Yvonne Mosquito

However, West Midlands Police faces the biggest and most unfair financial challenge of any police force in the country. We have already made cuts of over £120 million, and further reductions of well over £100 million will need to be achieved. Flat rate cuts to the police grant hit us harder because we rely on central government funding for a bigger share of our total budget. It seems doubly harsh that we are punished for taking the second lowest contribution from local council tax payers in the country. Our circumstances are made even worse by unfair implementation of the national police funding formula, which has cost us £367 million in the last 8 years.

With resources diminishing, we cannot simply continue to repeat the budget reviews and “continuous improvement” approach. While these have served us well we must invest in new ways of working. This Plan was therefore developed in the context of the “WMP2020” partnership with Accenture. WMP2020 is a programme of radical transformation to improve how West Midlands Police works via new business processes and better technology. We are using the capacity of an external company to help us identify need, plan how to meet that need, and then turn those plans into operational outcomes that help the police do their job of serving the public more effectively. The partnership is not about privatisation or outsourcing; it is about creating a new era of policing in a world of changed expectations,

changing community priorities and reduced budgets. Ensuring that WMP2020 is cost effective and leads to improved services will be a key objective.

In this context, we have to spend time honestly discussing public expectations. It is certain that, after the current recruitment, officer numbers will continue to fall. The capacity and capability of policing is under threat. There is a need to support empowered and self-reliant citizens as part of the response to community safety challenges. However, there is great strength in the West Midlands, built on our diversity. We will harness this strength by protecting the right to live life freely, and worship freely, within the bounds of decency and respect for others.

This Plan adopts a more strategic approach to our area. The West Midlands might not be a term we identify with, but it largely defines an economic area that is interlinked, interconnected and interdependent. Yes our cities, boroughs and districts are distinct, with proud identities, but they also face similar challenges and share problems that do not respect boundaries drawn on a map. We should be looking for opportunities to work across boundaries where we face issues – like transport, regeneration and community safety – that can be dealt with more effectively by working together instead of in silos. Examples like Project Opera (which aims to improve information sharing between statutory partners) and the Preventing Violence against Vulnerable People programme (multiagency working to improve information sharing and joint working) show the potential, but we expect to see progress and clear outcomes for both areas of work.

Running through this Plan is an overarching ambition to promote economic development. West Midlands Police is a key employer in its own right, and prioritising business crime supports greater inward investment and reduces costs. We will work with partners to develop the role policing plays in regeneration. We know that increasing employment and investment will reduce crime.

The plan also continues with the ambition to build “Pride in our Police”: increased public confidence in the police by dealing effectively with challenging issues (complaints, misconduct, stop and search), ensuring the public can trust crime recording, and building public confidence to come forward and report crime, especially “hidden crimes”. It is important to recognise that there are issues where increased crime reporting is a marker that the police are doing the right thing, and are offering a better service, rather than a sign that crime is getting worse. Our work with the new Victims Commission will also seek to give victims the confidence to come forward.

There will be a new emphasis on roads policing and road safety. This builds on Bob Jones' work to make a safer public transport network and will reduce the casualty rate on our roads (which comes with enormous personal, social and economic costs), ensure they remain the free-flowing arteries of the economy in the West Midlands and nationally, and also deny our roads to criminals.

I believe Police and Crime Commissioners are a positive step towards making policing more responsive to the public. There has to be an effective and visible mechanism for local people to have their say in policing and by which the Chief Constable can be held to account. Whether Commissioners are the best way to ensure there is effective local governance of policing remains to be seen. However, to suggest that we should not bother with a local governance tier would be foolish. I recognise that oversight can seem like an expensive bureaucracy that takes resources away from front line policing. My office was assessed in 2013 as taking the smallest percentage share of the police budget of any in England. I have reviewed the support structure to make further economies. Oversight has to be supportive and positive, but also challenging and intrusive: asking the questions, getting the actions and agreeing the priorities that meet local peoples' needs and ensure our police service is as effective and efficient as possible.

A handwritten signature in blue ink that reads "David Jamieson". The signature is written in a cursive style with a long, sweeping underline that extends to the right and then loops back under the name.

David Jamieson, West Midlands Police and Crime Commissioner

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Summary

The law requires every Police and Crime Commissioner to have a Police and Crime Plan, and specifies that the Plan must include information on the policing to be provided, and the Commissioner's police and crime objectives.

This Plan sets out a mix of quantitative and qualitative measures, objectives and tasks that West Midlands Police, working with the Commissioner, will work to achieve between now and the Police and Crime Commissioner elections in 2016. These are grouped into six themes:

- Pride in our police – this theme is primarily concerned with increasing public confidence in West Midlands Police, both generally and in relation to specific issues of concern
- Stronger, safer, more prosperous communities – this theme sets out the part West Midlands Police plays in the wider economy, community and network of partnerships
- Protecting people from harm – which covers how West Midlands Police will reduce the threat, risk and harm caused by criminality
- Making better use of our people and resources – this theme is about financial planning during austerity and preparing the workforce for future challenges
- Creating a new era in policing – this theme is about how the existing change programme and the WMP2020 partnership with Accenture will make West Midlands Police ready for the future, equipped with new technology and using the most effective processes
- Playing our part in responding to national threats – this theme covers how West Midlands Police will fulfil its obligations under the national Strategic Policing Requirement

Overarching these themes is the Commissioner's intention to respond effectively to the financial challenge facing West Midlands Police, which will require an honest dialogue with the public. There is a new emphasis on the role policing can play in promoting wider economic development across the West Midlands. Also running through the Plan is greater focus on "hidden crimes" where victims and witnesses are unable or unwilling to come forward.

Policing is complex and measuring performance is not straightforward. A mix of measures is required, some numeric and others that are about quality or assurance. There are nine headline quantitative or numeric performance measures in the Plan:

- Improved confidence in policing
- Improved satisfaction with service (crime and anti-social behaviour)
- Reductions in the number of police conduct complaints
- Reductions in Total Recorded Crime
- Reductions in burglaries, robberies and violence with injury in a public place
- Reductions in business crime
- Rates of total crime, robbery and burglary to be lower than similar areas
- Continued relatively low rates of reoffending
- Fewer people killed and seriously injured on the roads

The plan also sets out a range of qualitative measures, objectives and tasks that will be captured in delivery plans for West Midlands Police and the Office of the Police and Crime Commissioner. The Chief Constable of West Midlands Police and Chief Executive of the Office of the Police and Crime Commissioner will be expected to report progress against the measures, objectives and tasks in the Plan, primarily via the Strategic Policing and Crime Board, but also by other mechanisms as appropriate.

The plan sets out the resources that will be given to the Chief Constable: in 2015-16 the West Midlands Police budget will be £xxxm. Xx% of this will come from local Council Tax payers.

Crime and Disorder Reduction Grants totalling £6.9m will be made available to Local Policing and Crime Boards, and the Commissioner will set clear reporting requirements for these, including outcome measures and evidence that expenditure addresses local issues and is responsive to consultation with the public.

Section 1: Pride in our Police

West Midlands Police is a strong, effective and well-led police force. Recent inspections from HM Inspectorate of Constabulary have shown the Force is among the best nationally for accurate crime recording, and concluded that its response to the challenge of policing in austerity has been excellent. Crime levels are generally lower in our area than similar areas elsewhere. Reoffending rates are also among the best in the country. The Force is well-prepared to deal with national threats, and has made progress in its response to issues like “hidden crimes”, mental health and stop and search. This plan builds on these solid foundations to ensure there is continued and sustained improvement.

i. Confidence in policing

We want the public to have pride in the police. They should see the police as “our police” - responsive to them and committed to putting them first in everything they do. Independent surveys show that 82% of West Midlands residents have confidence in West Midlands Police, but this confidence can easily be lost and nearly one in five people are either neutral or do not have full confidence in our Force. The police are undertaking research to understand what drives confidence in policing, but it is obvious that there are issues that undermine public confidence, such as how stop and search powers are used, the police complaints process, and the way that police disciplinary matters are handled. We expect officers and staff to act with integrity, and if things go wrong we rightly expect the police to be open and rigorous in how they manage complaints, discipline and misconduct. We will do more to promote our Custody Visiting service to build confidence in the standards in the custody estate. Overall, we will expect to see confidence in policing, independently measured, to increase.



Sport West Midlands Police: Yvonne Mosquito joins the celebrations for a successful bid for funding from the National Lottery. The grant of £245,000 will assist the force's on going drive to tackle anti-social behaviour and reduce youth related crime in the region

ii. Satisfaction with service

When people experience crime or anti-social behaviour, either as victims or witnesses, they should be satisfied with the service they receive from West Midlands Police. We want to see satisfaction with service on crime and anti-social behaviour increase and standards for answering and responding to requests for service improve also.

We collect satisfaction information by contacting victims and witnesses after their case has concluded. Current data indicates that 82.8% of victims of crime are satisfied with the overall service provided. This percentage is increasing, but is around 4.5 percentage points below 2012-13. 78.5% of victims of anti-social behaviour are satisfied with the overall service they receive.

iii. Accurate crime recording

When a crime is committed, the public should be able to trust the police to deal with it appropriately and effectively, recording the crime accurately, so that the right action can follow. 75,000 incidents are reported to West Midlands Police monthly, and each must be categorised correctly. For most incidents this is straightforward, but some are less clear and require interpretation. A central team audits crime recording monthly, and West Midlands Police is subject to national inspection by HM Inspectorate of Constabulary (HMIC). The [most recent of these](#) HMIC reports rated our compliance with national standards as the best in the country with 99% accuracy. We expect these high standards to continue.

iv. Increased appropriate crime reporting

Where, for whatever reason, a victim is unable or unwilling to make a report, there is an increased risk that a crime will go unrecorded. When this happens, justice cannot follow, and we have an incomplete understanding of the threat the police face. We therefore want to see increased crime reporting where there is evidence of under-reporting.

We know that “hidden crimes” are often under-reported, meaning that victims and witnesses are unwilling to come forward. This is a national problem, but one we will continue to address in our area. The Force’s Sentinel programme seeks to improve awareness of “hidden crimes” among officers and staff, and encourages victims to come forward. We look forward to the products of the Preventing Violence against Vulnerable People Programme, and encourage the development of effective Multi Agency Safeguarding Hubs (MASH), which are emerging across all of our seven local authority areas. We also support third party hate crime reporting and the [“True Vision”](#) online reporting website.

We will vigilantly monitor other crime types to look for cases where it appears that, for whatever reason, victims and witnesses are unwilling or unable to come forward.

v. Complaints and misconduct

The police Code of Ethics will become normal business across the Force, and we will look to improve management of complaints and misconduct. We will also look at how we manage concerns raised internally, so that the public can be confident that officers and staff are treated equally and fairly. A police force that acts ethically and inspires confidence from the public is less likely to provoke complaints.

A national review of the police complaints and misconduct process is underway, to which we have made a contribution. We are reviewing how these processes work in the West Midlands, notably the role of the independent members of the misconduct panels.

Overall, we expect the number of conduct complaints against the police to fall.

vi. Stop and Search

We have made significant progress in Stop and Search thanks to our joint [action plan](#) with West Midlands Police. Following work over a number of years, use is down and positive outcome rates, for example where someone is arrested, are up. Racial disproportionality is declining. We were pleased that we were therefore able to be a lead force in the national *Best Use of Stop and Search Scheme*. However, we can go further.

In 2015, we will for the first time publish detailed, map-based stop and search data to give unprecedented transparency to police use of these powers.

We will further develop intelligence-led use of stop and search, and embed good practice in the use and oversight of stop and search.

vii. Access to police services – contact

Our research shows that satisfaction is linked to the experience at the first point of contact and our consistency in keeping the individual who has contacted us updated. We opened two new call centres in November 2013, and improved our training so callers' needs can be identified earlier and then supported with signposting to appropriate services. Since these new centres opened we have seen improving satisfaction levels.

Our call centres are not the only way people contact us. We have reviewed public access to policing services, examining in particular whether the current balance of resource is both sustainable and appropriate given new technologies and public expectations. As police

budgets decline it is important to maximise efficiency and effectiveness and provide services people want to use.

In 2015 we will implement the outcome of the front counters review while remaining committed to keeping the public informed, making alternative ways to contact the police available, and exploring options for working and collocating with partners.

viii. Effective accountability

The [Strategic Policing and Crime Board](#) supports holding the Force to account. The Board's diverse membership ensures we can engage across the West Midlands and also supports setting of strategic direction for West Midlands Police.

The Board has nine [members](#): the Commissioner, the Deputy Police and Crime Commissioner, an Assistant Police and Crime Commissioner and six board members. Some board members have geographic responsibilities for local authority areas, facilitating engagement with local people and representing the Commissioner on partnership structures.



West Midlands Strategic Policing and Crime Board

From left: Tim Sawdon, Cath Hannon, Ernie Hendricks, David Jamieson, Judy Foster, Yvonne Mosquito, Brendan Connor and Faye Abbott

The Strategic Policing and Crime Board meets regularly in public (rules of procedure are published on our [website](#)), receiving reports on performance against the objectives in this plan together with crime data, finance, professional standards and complaints and personnel information. The Board also considers reports on the performance of the Commissioner's office. The Board will be supporting work with the Chief Constable on the transformational change at the heart of the WMP2020 programme. The Board will make more use of the findings and recommendations from external evaluations to inform its work, such as those from the Office of the Surveillance Commissioner and the Interception of Communications Commissioner, as well as those from HM Inspectorate of Constabulary and others.

Four board members, alongside an independent Chair appointed jointly with the Chief Constable, make up the [Joint Audit Committee](#). The Committee meets quarterly in public

to provide independent, effective assurance about both the adequacy of financial management and reporting, and the management of other processes required to achieve corporate and service objectives, which in turn delivers good corporate governance.

Agendas, reports and minutes are published on our [website](#).

To increase transparency, we will ensure that appropriate performance information is available to the public.

The Commissioner and members of the Board meet regularly with the Chief Constable and others within the Force. The Commissioner and the Board are supported by his staff including a Chief Executive and Chief Finance Officer, and recommendations from a review of the Commissioner's office will be implemented in 2015.

We welcome support and advice from West Midlands [Police and Crime Panel](#) and we work with the Panel in our decision making. We also work closely with the leaders of our seven local authorities.

The Commissioner, Board members and staff meet and engage with individuals and groups from across the West Midlands, discussing policing and community safety, and we also make active use of the internet and social media as two-way communication channels.

We will continue our commitment to openness and transparency in our work.

ix. Evidence based policing

Evidence Based Policing builds innovative, effective and practical solutions to improve policing. Over 100 research projects are underway, all aiming to identify new ways of working that will make our communities safer.

The Universities of Cambridge, Birmingham, Liverpool and Huddersfield, plus specialist colleges like the Jill Dando Institute of Crime Science, are among those engaged with West Midlands Police. The College of Policing is developing regional research hubs and has helped us organise research fairs. Postgraduate research by police officers and staff also supports improved services.

As examples of how research can support us, a Cambridge University project into "hot-spot" policing has assessed how revised deployments in high crime areas can reduce offending. Also, during 2015 a Huddersfield University psychology professor will join West Midlands Police patrols to study behavioural responses of people encountered by officers, thereby aiming to improve public confidence in policing.



We will review the pilot projects examining the operational, technical and legal implications of Body Worn Cameras to assess whether these should be used more widely as a way to increase public confidence, improve evidence gathering and reduce complaints against officers.

We will also look to ensure that we have an understanding of the relative effectiveness of criminal justice outcomes, such as Community Resolutions, where, rather than a criminal sanction, offender and victim agree to a non-judicial outcome. Our work with the magistracy will support this activity. We will maintain oversight of the implementation of the Community Trigger and Community Remedy introduced by the Anti-Social Behaviour, Crime and Policing Act 2014.

Section 2: Stronger, safer, more prosperous communities

i. Perceptions of safety

The public want to see the police get on with their main job of preventing crime and making everyone feel safe, at home and out and about, day and night. People who have confidence in public services can contribute fully to society, going to work, furthering themselves and their families. People's perceptions are the product of many factors and reflect activity by a range of partners.

We monitor public perceptions of safety and policing with independent local surveys and national crime surveys. We want to see fear of crime as reported in these surveys affecting fewer and fewer people.



PCC David Jamieson with Samson Road residents at the launch of the Sparkbrook Knife Surrender Bin

ii. Local Policing and Crime Boards

With a population of nearly three million, the West Midlands is too large and diverse for centralised commissioning of community safety activity. Instead, community-led Local Policing and Crime Boards in each local authority area develop local policing and crime plans and receive grants from the Commissioner to address local priorities. This money must be spent well: the public rightly expects the process for allocation and expenditure to be transparent and fair, and based on sound evidence of need and thorough local consultation. Critically, funding should lead to real outcomes for local people. Allocations to each for 2015-16 are set out in Table 1. Despite the reductions in police budgets, we are supporting Local Policing and Crime Boards with the same funding as last year. The amount and division of funding has previously been based on historic patterns inherited from the now abolished Community Safety Fund. We will review this approach in future years to see if it accurately and fairly reflects need in our area.

Allocation of funding to Local Policing and Crime Boards: 2015-2016

Table 1	2015-16 Allocation
District	£
<i>Birmingham</i>	2,497,583
<i>Coventry</i>	546,304
<i>Sandwell</i>	530,190
<i>Wolverhampton</i>	492,495
<i>Walsall</i>	402,203
<i>Dudley</i>	396,364
<i>Solihull</i>	285,938
<i>West Midlands Police</i>	1,817,923
Total	6,969,000

iii. Better services for victims, including repeat victims

Police and Crime Commissioners have taken on the bulk of responsibility for commissioning emotional and practical support services for victims. These services are on the whole provided by the voluntary, community and social enterprise sector. We will implement our Victims Strategy over the next year.

From April 2015 we become responsible for a new victim service, providing support and information to all victims. By ensuring specialist help is provided when needed, these services support victims to cope and recover from the impacts of crime. Delivering a comprehensive service to victims across a populous and diverse geography presents significant challenges, not just in terms of overall demand but also the spectrum of victim needs.

As part of our Victims Strategy, we have worked closely with West Midlands Police, the voluntary and community sector (VCS) and partner agencies to create a Victims Commission as the advisory body for specialist victim services. Victims will have support available whether or not they have reported the crime to the police, thereby ensuring compliance with the new European Union Directive for Victims.

We will benefit from external involvement from individuals, groups, organisations and communities. Ensuring that there is a wider perspective makes policing at both a strategic and local level more effective and more responsive to community needs.

The Victims Commission will work with the VCS, Local Policing and Crime Boards and partners to develop policies and procedures that are appropriate to each local authority, the Force as a whole, and reflect emerging issues and trends. A key objective will be a service for victims that is visible, accessible, reliable and responsive.

The Victims Commission will contribute to and influence the Police and Crime Plan, making recommendations about priorities and allocation of funding. It will be committed to improving services, and bringing expertise and experience to the development of policy for victims of crime. The national Code of Practice for Victims of Crime seeks to place victims at the heart of the criminal justice system. The Code sets out the services and minimum standards to be provided to victims of crime in England and Wales. We will implement this Code.

We will also take forward our work to identify and support repeat victims, be they individuals or businesses.

We will review the effectiveness of our victim service arrangements after 12 months.



Black History Month 2014: The Police and Crime Commissioner's Office and the Black and Asian Police Association co-hosted a multi-cultural community fun day at the Lighthouse Centre

iv. Better support for people with mental health needs

Twenty per cent of demand on policing is mental health related. Responding to people with mental health needs is a shared responsibility across the police, ambulance service, local authorities, mental health trusts, primary and secondary care services, the fire service and housing providers. Much progress has been made. We have all but ended the use of police cells for people facing a mental health crisis, and they are no longer transported in

police vehicles. New joint mental health triage services reduce demand for crisis services and in-patient admission. We will review the effectiveness of this project. We have appointed a Mental Health Champion to work with a network of mental health leads across the seven West Midlands local authorities. As the new large custody blocks open in 2015 and 2016, we will ensure provision of effective mental health services for detainees. We will work with partners to further develop our preventative work to stop people with mental health needs becoming drawn into the criminal justice system. We will also work with partners to ensure there are specialist mental health, self-harm, self-neglect and substance misuse services for children and young people.

v. Supporting local policing and public engagement

Confident and safe communities are better able to flourish so, along with partners, policing has a role to play in developing stronger communities.

Most crime starts and finishes in a local neighbourhood which is why the Force is focused on neighbourhood policing. Varying neighbourhoods have different needs and each has a local policing team that understands the area and tackles local problems. The Force's approach to neighbourhood policing emphasises consistency and continuity, professionalising and developing specialist staff, and recognising the importance of engagement and communication.

Within neighbourhoods, police community support officers and special constables work with police officers to help reassure the public, increase visibility and make the West Midlands a safer place. West Midlands Police helps communities to solve problems by encouraging volunteers and community-led initiatives such as Neighbourhood Watch, Police and Community Together (PACT), Street Watch, Independent Advisory Groups and Street Wardens.

These forums and groups will grow in importance as reduced budgets and new ways of working take effect. With officer numbers declining, there will be a need for increasing realism about the extent to which police have the capability and capacity to respond to every local issue. This is not a retreat from policing responsibilities but an honest assessment of what the police can reasonably be expected to achieve. Empowered, inclusive communities will become increasingly important partners for the police and other agencies, working together to build social capital and resolve local issues. We want to see increases in public participation in both the identification of policing priorities and in support of community safety activity, leading to reduced public demand for police services.

We will implement the [Neighbourhood Watch Action Plan](#) and develop our approach to volunteering to help extend the capacity of policing in the community.

Young people are more likely to be victims of crime, become involved in criminal activity, and have strong views about policing. The [Youth Commission](#) comprises 20 young people selected by their peers to work with the Police and Crime Commissioner and represent the views of young people to the police. This Plan has benefited from their views on issues such as Child Sexual Exploitation and mental health. We will ensure that Youth Commissioners remain an effective channel for communicating with young people. The Youth Commission will support a review of the Young Persons Strategy.



Annual Youth Consultation Event: David Jamieson and Yvonne Mosquito with some of the Youth Commissioners

vi. Supporting economic development

West Midlands Police can and should support the development of the economy and our local communities, both through its activities as a major local employer and the objectives set out in the Police and Crime Plan. The delivery of the outcomes in this plan will be significantly enhanced by integrating economic, social and environmental factors into the way the Force works.

Our annual procurement bill is over £50 million. We will ensure that local businesses are able to bid for these contracts and that where possible we support local employment and training.

As a responsible local employer, it is important that our terms and conditions of employment are fair and support employees out of poverty and off benefits. We will therefore explore the potential for West Midlands Police to become a Living Wage Employer, and we will review our procurement processes to encourage contractors to adopt the Living Wage too.

We have already integrated 30 UK-built electric vehicles into our fleet as part of the largest single public sector trial of low carbon vehicles, and they have between them travelled the equivalent of ten times around the world. We will continue to be a leader in the adoption of new transport technologies.

We will work with public sector, voluntary and private sector partners to explore how we can make policing an effective partner in economic development, such as through increased engagement with Health and Wellbeing Boards, Local Economic Partnerships and City Deal. We will support the development of a West Midlands Combined Authority, seeing the potential for improved transport provision, shared approaches to key community safety issues, and increased prosperity.

We will continue to recruit officers and staff within the restraints imposed by the cuts to police funding, and we will explore opportunities for apprenticeships to support young people into work.

vii. Safer Travel Plan

An efficient and safe public transport network that the public wants to use remains a cornerstone of economic development.

The Safer Travel Plan, with its aims to reduce crime and anti-social behaviour on buses, trains and trams, remains a statement of intent bringing together British Transport Police, Centro, West Midlands Police and transport operators. It has been highly successful in reducing crime on our public transport network, and we have seen increased public confidence in their safety while travelling. We will continue to use the Safer Travel Plan as the framework to support further integration and joint working.

viii. An effective Criminal Justice System

Police and Crime Commissioners can work with partners to ensure that the wider criminal justice system is efficient and effective. Commissioners can help build local transparency and accountability, and we will do more to ensure this is the case in our area. The Commissioner has a democratic mandate to ensure improved partnership working and overcome “silos” between police, probation services, the Crown Prosecution Service and the Courts Service. We will review current partnership arrangements to ensure they are working well and come forward with proposals as appropriate.

ix. Effective partnerships

We will look for new opportunities for partnership that exploit new technologies and opportunities, or in response to new threats and issues. We recognise that partnerships are critical to preventive activity: WMP2020 envisages an approach based on co-joined delivery and shared responsibility.

We will develop proposals to work with other agencies to better share information and intelligence.

We will ensure that West Midlands Police is an effective contributor to partner-led work to support Troubled Families, sharing data to ensure activity and resource is focused on those with greatest need.

In the year ahead, we will explore whether furthering the policing role in economic development would benefit from our greater engagement in the new Local Enterprise Partnerships. Furthermore, we will explore whether our work to develop better support for victims can encompass improved support for victims of business crime.

We will also play an appropriate role in broader discussions about regional governance.

Section 3: Protecting people from harm

i. Reducing crime

Despite reduced resources and our desire to see more reporting of “hidden crimes”, we still expect to see an overall reduction in recorded crime, taking us to our lowest ever levels. Compared to similar Forces, we have the lowest crime rate. We want this to continue.

More specifically, we will look to see burglary of dwellings and robbery continue to reduce, both numerically and in comparison to similar forces.

While acknowledging that the Preventing Violence Alliance (see below) should give us a fuller picture of the true extent of violent crime, we expect recorded public place violence with injury to decline also.

More than one in five recorded crimes are committed against businesses. We will look to develop our understanding of business crime, while working with businesses and other partners to reduce overall business crime. We will look closely at how best to work with businesses to tackle specific crimes such as making off with petrol without paying (often called “bilking”).

We will develop a service mix based on pre-emption, prevention and proactivity to reinforce our efforts to stop people becoming perpetrators in the first place and supporting individuals away from crime. The introduction of a Force “Intervention and Prevention Champion” will focus our efforts to reduce the number of young people becoming victims or perpetrators of violent crime.

We will explore the potential for a “severity index” that seeks to determine whether the mix of serious and less serious recorded offences is changing over time.



Sandwell CCTV Camera Project supported by the Commissioner's Invest to Save budget
From left: Insp Rebecca Barnsley, Cllr Darren Cooper, David Jamieson

ii. Reducing reoffending

West Midlands Police will continue to protect the public by identifying offenders and intervening to prevent criminality. Managing offenders is critical to reducing crime and we

are committed to working with partners to reduce reoffending and support offenders away from criminal lifestyles. The Transforming Rehabilitation programme sees the introduction a range of providers into probation services. Our area has consistently been among the best in the country at reducing reoffending and we will give offender management close oversight to ensure this excellent performance continues.

We will work with the Community Rehabilitation Companies, the National Probation Service and other partners to minimise levels of re-offending within the West Midlands building on our strong track record in operating statutory and non-statutory arrangements.

Our focus remains a professional approach, based on well-trained staff, understanding what delivers success, and strong partnership networks. We will further develop our approach to domestic abuse, relationships with Youth Offending Teams, and our contribution to other preventative schemes such as Troubled Families and Early Help.

We will:

- Develop joint approaches to reducing reoffending through initiatives such as Restorative Justice, where perpetrators make good the effects of their crimes
- Agree joint reoffending strategies
- Ensure that partnership mechanisms – such as the Local Criminal Justice Partnership – are effective and appropriately supported, including engagement by the Commissioner where this adds value
- Review our approach to preventing reoffending by young people, including an evaluation of the existing Prince’s Trust programme
- Support development of a commissioning process based on reducing reoffending by young people

Our objective is to see low levels of reoffending in the West Midlands, as compared to the national picture.

iii. Preventing and detecting “hidden crimes”

In addition to encouraging more reporting, we will continue to do more with partners to prevent and detect “hidden crimes”, by which we mean Domestic Violence, Child Abuse, Vulnerable Adult Abuse, Child Sexual Exploitation, Female Genital Mutilation, Forced Marriage, Honour Based Violence, Modern Slavery, Human Trafficking, Hate Crimes and Gender Selective Abortion. It is clear that public expectations of the role of the police in the regulation of private spaces and individuals’ intimate relationships are increasing. We

will expect our knowledge of these “hidden crimes” to further improve, and that the police and partners will use all the available powers to intervene to protect victims.

We have made a huge investment in the Force’s Public Protection Unit, with officer numbers rising from just over 300 to nearly 800 in 2014. “Sentinel” is the Force’s flagship policy to improve awareness and training for officers and staff, as well as encourage victims to come forward, and we will maintain close scrutiny of the Preventing Violence against Vulnerable People programme to ensure it delivers on its promise.

There is more to do. We will:

- agree with partners standard approaches to intelligence data collection, sharing and analysis, including a common “Indicator of Need” to identify those at risk
- agree with partners common protocols and responses based on best practice, such as where children who go missing or are recorded as absent
- look for opportunities to work with the private sector and other agencies, such as licensing committees, to support our safeguarding work
- increase further our emphasis on identifying, targeting and catching perpetrators
- ensure there is effective support for victims

More broadly, we will look to ensure that identifying and responding to “hidden crimes” becomes a mainstream policing function, with safeguarding part of everyone’s everyday business.

iv. Organised crime and urban street gangs

Organised Crime Groups and Urban Street Gangs damage the social and economic fabric of our communities via shoplifting, fraud, trafficking and supply of drugs and illicit goods, human trafficking, prostitution, violence, corruption and a range of other serious offences. We welcome the introduction of the Modern Slavery legislation which will sharpen our focus on this important threat. At their worst, organised crime groups and gangs challenge public sector bodies for influence in our communities.

The national [serious and organised crime strategy](#) strands of Prevent, Protect, Prepare and Pursue place on all police forces the expectation that they will adopt a partnership approach to addressing the threat posed by organised crime. In West Midlands Police the Serious Acquisitive Crime team, the Gangs Task Force, the Serious and Organised Crime Unit and the Economic Crime Unit address different facets of the gang and organised crime problems. Our understanding of the threat posed by Organised Crime Groups in the West Midlands will further improve.

Working via Local Policing and Crime Boards and the Strategic Policing and Crime Board members who sit on them, we will look to see West Midlands Police develop its partnership working to put in place a full-spectrum of responses to the organised crime and gang threat.

v. A safe and secure road network

Our roads are the arteries of our economy and good policing can deny them to criminals and keep them safer for the rest of us. We will seek a safe and secure road network in our area.

Well-ordered roads are central to social and economic wellbeing. The development of travel, especially road travel, facilitates trade and commerce, and supports improving standards of living. A safe and secure road network has socio-economic benefits which are often underestimated. Fewer casualties means both a reduced human cost and a reduced economic impact; national data suggests each fatality on the road costs £1.7 million. The road transport sector within the economy is considerable, not only in quantitative terms (tonnes transported), but also in economic terms such as source of wealth, employment and in terms of support given to other economic activities. Roads are the foundation of the business supply chain, linking producers, markets and customers.

Road deaths remain one of the leading causes of death for young adults. 28% of car drivers killed each year are aged between 20 and 29. Road collisions are the leading cause of death for young adults aged between 15 and 24 and account for over a quarter of deaths in the 15 to 19 age group. In the West Midlands, in the first quarter of 2014-15 (Apr-Jul 2014), 173 people were been killed or seriously injured in road traffic collisions, down from 233 for the same period in 2013.

Nationally, during 2013, 1,713 people were killed and 23,370 seriously injured in road collisions. 183,670 casualties in road accidents were reported to the police in 2013, and the economic and welfare costs of road collisions alone are estimated at around £16 billion per year.

Most of these deaths and injuries are a consequence of the “Fatal 5”: excess speed, dangerous driving, use of mobile phones, failure to wear a seatbelt, and drink or drugs. We will seek to address the “Fatal 5” of road safety via effective multi-sectoral preventive strategies including health, transport, finance, justice and environment.

Where local authority support exists, we will encourage the reintroduction of digital road safety cameras across the West Midlands, following the example set in Birmingham and Solihull.

Proactive roads policing is an effective means to deny use of the road network to criminals, especially those involved in organised crime.

We will ensure that West Midlands Police has sufficient capabilities in place to respond to serious and cross-boundary criminality that utilises the road network. We will therefore examine the current operation of roads policing in our area - currently provided by the West Midlands Police Traffic Unit and the collaborative three-Force Central Motorway Police Group - to ensure this is an efficient, effective and sustainable approach.

We will develop a formal collaboration agreement for the Central Motorway Police Group.

vi. Preventing Violence Alliance

Violence can be prevented, but a comprehensive approach requires many organisations to work together across traditional boundaries. We can use a public health approach to make interventions that address the links between deprivation, violence and other forms of crime, using a model developed by the World Health Organisation.

The West Midlands Preventing Violence Alliance will have West Midlands Police, Public Health England, Directors of Public Health, West Midlands Ambulance Service, and Coventry and Worcester universities at its core. As a first step, we will implement an injury surveillance system and share anonymised data between health, police and other partners. It is likely that this will reveal significant under-reporting of violent crime.

vii. Priority areas

Crime is not evenly spread: just 6% of our geography creates 25% of our demand. This 6% consists of 31 “priority areas” that generate high demand for policing and other public services. The areas are involved in longer term problem solving through multi-agency partnership delivery plans.



Selly Oak Gating project: David Jamieson inspecting gates which were purchased through his award of £5,000 from the Proceeds of Crime Act fund. The gates carry out a significant role in reducing crime in an area where there is a high risk of burglary.

We will continue to scrutinise policing in priority areas to ensure that they receive a greater level of provision and activity, and an increased emphasis on partnership working, so as to ensure a response commensurate to the threat of risk and harm experienced in these areas. We will look to ensure that the priority areas are a useful tool for prompting action by a range of partners.

viii. Animal cruelty and crimes involving animals

Cruelty to animals and crimes involving animals provoke significant public concern. We will work with partners to ensure appropriate standards for the proper treatment of animals, supporting enforcement activity where necessary. We will give attention to the safeguarding issues arising from the irresponsible ownership of dangerous dogs.

We also know that animals figure in criminal activity, such as dog fighting and the use of dangerous dogs for assaults. Significant kennelling costs fall on West Midlands Police, for example, and equipping and training officers to deal with dangerous dogs has become a growing concern. We will look to ensure that our approach to criminality involving animals is coherent and effective.



Section 4: Making better use of our people and resources

i. Budget

With the second lowest council tax for policing in the country and despite proportionally greater reductions in general funding because of the continued application of crude, across the board grant damping arrangements, the most recent inspection by HM Inspectorate of Constabulary concluded that West Midlands Police offers excellent value for money.

The net revenue budget for 2015/16 is summarised in the following tables:

2015-16	£'000	% of	2015-16 funding	£'000	% of
Spending		total			total
Police Officers			Government grant		
Police Staff			Council tax		
PCSOs			Reserves		
Sub total – staffing					
Running costs					
Income					
Police force total					
OPCCWM					
Invest to save / IIP					
Total spending			Total funding		

The budget includes:

- the continued recruitment of 450 police officers
- moving and recruiting police staff into 80 posts so as to allow officers to stay in operational roles
- support for the WMP2020 partnership with Accenture
- implementing Invest to Save Schemes to improve the police service, further develop the workforce and improve productivity

- an assessment and systematic review of spending, targeting savings on front-line services, freeing up resources for operational policing services and targeting resources in line with the priorities set out in this plan

Medium Term

Looking ahead into the medium term, all indications suggest that most public services will continue to be subject to austerity measures and further reductions in Government support. Our plans must recognise the demands on partners and the consequences of budget reductions elsewhere.

We will continue to campaign for a fairer, more equitable funding settlement for the West Midlands, whilst exploring further opportunities with the Innovation and Integration Partner and others for Invest to Save schemes, reducing costs and wherever possible improving services for the people of the West Midlands.

ii. Developing a workforce that meets future needs

Our workforce must develop to be ready for and respond to the changes necessary to maintain effective policing.

We will develop a long-term workforce plan that gives officers and staff the right skills to allow police officers to concentrate on roles that require police powers. The expertise of our staff associations and trade unions will be vital in this objective, and also as we continue development of a Force Succession Plan and talent management framework. We will also continue our review of Force management and leadership, looking at our supervisory structures and model of leadership. This work will be supported by external research.

Recruitment for police officers, special constables, police community support officers and police staff will continue to the extent possible within funding constraints. We will create new opportunities for people to enter the police workforce through work experience, taster programmes, apprenticeship schemes and volunteer initiatives.

We want to increase the diversity of the Force to better reflect the varied community it serves, not as an end in itself but as a way to make policing more effective. We will ensure the Force maintains objective standards that eliminate preferential bias in its recruitment, promotion and human resources processes, to ensure equality of opportunity

for everyone who works for West Midlands Police. We will offer close oversight of progress via the Strategic Policing and Crime Board.

We will introduce a new approach to dealing with internally raised complaints, ensuring they are managed effectively. Treating our people fairly and transparently gives them and the public greater confidence.

We will develop options to provide greater flexibility around pay and benefits and we will make sure that our people understand these benefits. Our approach to flexible working will be informed by responding to demand while appropriately supporting officers and staff. We will continue to consider the recommendations from the Winsor Review of Police Officer Pay and Conditions, as they are approved by Government.

Overall, we expect to see staff confidence in West Midlands Police increase, along with increased staff confidence in their own capabilities.



Perry Beeches, The Academy: David Jamieson met with students and neighbourhood police officers to talk about issues that affect young people

Section 5: Creating a new era in policing

i. WMP2020

WMP2020 is a collaboration between West Midlands Police and AccentureUK to improve how we work, particularly by harnessing the potential of new technology. The partnership sets out what policing will look like in 2020, and supports the steps we need to take to get us there. It will help us to maintain and improve services relative to similar Forces, while responding to continued financial pressure and the need to save over £100 million over the next four years.

In November 2012, Bob Jones, the late Police and Crime Commissioner, decided that to ensure that the police can meet the public's expectations, and provide the best possible service efficiently and effectively, it would be necessary to build a partnership with an external organisation, both to exploit their expertise and transfer new skills into the Force.

WMP2020, which arose from that decision, is essential to the future of West Midlands Police. It is about developing new capabilities based on the latest technology, with particular emphasis on mobile technology that supports and maximises the effectiveness of officers and keeps them on the street preventing and detecting crime. This mirrors what we all experience in so many aspects of our everyday lives, where mobile technology maximises productivity.

It is in no sense the privatisation of the front-line, and neither is it "outsourcing". Core policing will always be undertaken by police officers under the direction and control of the Chief Constable, who in turn remains accountable to the Commissioner.

The need to harness new technology is very real and very pressing. Policing, like the rest of the public sector, has always relied on private suppliers to support its activities, and this case is no different. We also face severe funding pressures, and the partnership will help us innovate while dealing with this pressure. We've already seen that this is possible; funding has fallen by £125 million in the last four years, but recorded crime has also come down 18% too. We expect the partnership to help us save a further £100 million while maintaining strong performance. We will monitor performance of the WMP2020 contract using an agreed framework that echoes many of the measures and milestones in this plan.

In the year ahead we will take steps to turn the recently agreed "blueprint" into reality, setting in train a series of projects that will transform policing in the West Midlands, finally bringing policing well and truly into the 21st Century. Working predominantly through the members of the Strategic Policing and Crime Board, we will maintain close oversight and ensure that we

remain focused on improving services that offer excellent value for money. WMP2020 represents a huge opportunity for West Midlands Police and the public in our area.

ii. New Ways of Working

“New Ways of Working” (NWOW) encapsulates a programme of service improvement and cost savings projects already underway. For example, we are reviewing the police estate to reduce expenditure on unwanted and little used buildings. The largest component of this programme is the consolidation of the police estate in central Birmingham, which will see the end of expensive leases as we increase the occupancy of the existing Police HQ at Lloyd House by over 50%. This one-off £33 million refurbishment will dramatically reduce our annual outlay on rented property. We will begin to reoccupy Lloyd House in autumn 2015.

In addition, we are building two new “super custody blocks” in Birmingham and the Black Country. These new facilities will offer safer and more cost effective detention facilities, allowing us to close expensive existing custody facilities and further reduce our estate. The new custody blocks will open in 2015 and 2016.

With low and declining visitors to police stations, we have already made the difficult decision to close 27 front counters, leaving ten across the force with one, in Birmingham, open 24 hours. By saving £3 million a year, this change not only reflects public preferences but frees resource we can use to protect local policing. The closure of the front counters will take place during 2015.



David Jamieson at the start of building work of the new custody block in Perry Barr

Section 6: Playing our part in responding to national threats

i. Strategic Policing Requirement

The [Strategic Policing Requirement](#) requires us to ensure that the Force has the capacity and capability to play our part in addressing national policing threats, identified as terrorism, civil emergencies, organised crime, public order and public safety and large scale cyber incidents. Dealing with these threats generally means joint working with other forces and agencies as part of a national response, requiring standardisation and co-ordination of equipment and processes.

HM Inspectorate of Constabulary's most recent assessment of our Strategic Policing Requirement preparedness found that West Midlands Police has sufficient capacity and capability to address local requirements whilst providing vital support to other forces and meeting its national obligations. We will continue to ensure that our contribution to the response to these national threats is comprehensive, effective and properly resourced.

ii. West Midlands Counter Terrorism Unit

West Midlands Police hosts a Counter Terrorism Unit and continues to work closely with local authority colleagues and the community to address the threat from violent extremism. These partnerships support safeguarding work identifying and protecting those in danger of drifting into violent extremism, for example. Regional boards support enabling exercises assisting us in preparing for possible terrorist attacks.

Though often tasked nationally, the consequences of counter terrorism activity are felt locally, making it important that there is local accountability and oversight. We will support the development of a collaboration agreement for the counter terrorism network, ensuring there are appropriate engagement mechanisms for all Commissioners and Chief Constables. We will also develop an action plan for the oversight and development of counter terrorism policing, building on the summit we held in 2014.

We remain of the view that counter-terrorism policing should remain embedded in local police forces and not detached to form part of a national organisation.

iii. West Midlands Regional Organised Crime Unit

West Midlands Police works with the National Crime Agency and the three other regional forces to advance our response to organised crime. The Regional Organised Crime Unit comprises a Regional Asset Recovery Team, Regional Intelligence Unit, Regional Cyber Crime Unit and other functions.

Given the significant threat from cross-border serious organised crime, it is essential that the public can have confidence that the Regional Organised Crime Unit is effective. We will look to agree statutory oversight mechanisms based on a collaboration agreement, including performance and accountability mechanisms. We will also work with partners to offer close scrutiny of the use of asset recovery powers, and call on government to review the allocation of funds seized from criminals.

iv. Cyber crime

We recognise that cybercrime and cyber-enabled crime (e.g. internet fraud) is a growing and under-acknowledged threat. Although West Midlands Police has been assessed as offering an effective response to cybercrime, we are concerned that the division of responsibilities between local forces, regional teams and national resources is not clear to the police service, Commissioners or the public. There is also a danger that the true extent of internet enabled fraud is being concealed behind organisational demarcations. We will seek to work with businesses, academia and other partners to develop a more thorough understanding of the extent of internet fraud and the role local policing can play in preventing and responding to cyber-enabled crime. The Counter Terrorism Unit will ensure there is a joint strategy for cyber-enabled terrorism, and we will provide training for local officers so they can recognise and investigate cyber-dependent and cyber-enabled crimes.