



**STRATEGIC POLICING AND CRIME BOARD
May 2015**

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 ten strategic outcomes set out in the 2014/15 Police and Crime Plan.

EXECUTIVE SUMMARY

- 2. In 2014/15 West Midlands Police continued to experience unprecedented low levels of crime, recording similar levels of offending to last year and continues to record lower crime rates than its peers with high data integrity. Burglary Dwelling and Robbery continue to reduce and reoffending rates continue to be some of the best in the country. Levels of confidence have improved as has feelings of safety. The forces' on-going work 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:



4. Progress against the milestones and deliverables will be reviewed periodically throughout the year and presented to the Strategic Policing and Crime Board. This report provides an overarching view of the position regarding the Police and Crime Plan objectives. The Board will also receive individual reports on specific issues during the course of its business.

MILESTONES AND DELIVERABLES

Improving public confidence in policing

Increase confidence in policing

5. We are currently awaiting the latest FTD wave 37 data from BMG. However, in Wave 36, confidence rose to just fewer than 83% for the Force which is reassuring after a downward trend in the previous 12 months. This has been driven by a number of increases across many LPU's.
6. One of the initiatives to be celebrated is the, You Said, We Did, We Listened, work stream which has shown an increase in confidence of 22 per cent in Tipton following an 18 month initiative. The key elements of this process being that members of the communities were asked what their priorities were, that police acted upon their direction and that feedback was offered in their preferred format.
7. This process has now been adopted by Sandwell LPU as a whole and in the last two waves of data has illustrated an increase in confidence much more pronounced than any other LPU.
8. External funding for Doctor Kevin Morrell of Warwick University has been secured so he can work exclusively with our Confidence data over time to improve our understanding of Confidence with a view to how it can inform our practices in moving forwards and how we can more effectively measure it.
9. This will begin in October 2015 and last for 12-15 months.

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

10. Each LPU conducts bi-monthly Stop and Search Scrutiny Panel meetings, which involve the Police updating members of the community around progress locally in relation to Stop and Search and provides the opportunity for communities to raise any concerns they may have around the process.
11. During meetings, Panels also examine randomly selected Stop and Search records from the new electronic recording system (eSearch) and provide feedback around the quality of the records and whether they are compliant with relevant legislation around reasonable grounds etc.
12. Further, agendas, minutes and dates of future Scrutiny Panel meetings are also published on the OPCC's website, allowing for the wider community to be informed.

13. The Police and Crime Commissioner also delivers a twice yearly Stop and Search Commission, which sees representatives of the ten local Scrutiny Panels meet collectively to discuss Stop and Search at Force level, again allowing for issues around Stop and Search to be raised and addressed. Updates are also given at the Commission around progress in relation to the Stop and Search Action Plan. The Action Plan is also reviewed at a quarterly meeting by Force Stop and Search Gold and Silver leads and representatives of the OPCC.

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

14. The latest data from an independent IPCC survey suggest that public confidence in the way in which complaints against police are investigated is increasing over time. A number of specific initiatives have been identified from within the Force that seek to further increase public and partner confidence. They can be summarised as:
 - Timeliness of investigations is a priority issue. The initial recording process has improved significantly and the total length of time for investigation has started to reduce with processes improved both within PSD and LPUs/ Departments.
 - Training undertaken with Appropriate Authorities across the Force to ensure consistency of approach, standards and decision making.
 - Continue various initiatives to embed the Code of Ethics throughout the organisation including the very successful Dilemma of The Month initiative.
 - Working closely with the IPCC to ensure that the whole complaints process is an efficient and transparent process – including work to examine the apparent differences in the appeals process.
 - Changes to Regulations will come into effect shortly which will see a more transparent Hearing process – independent legally qualified chairs and Hearings in public being two of the most important and significant changes aimed at increasing public confidence the whole process.

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

15. As per the Sentinel update paragraphs 77 - 81.

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

16. Criming recording continues to feature as high priority for WMP and the monthly Quality Assurance Report highlights areas for improvements. The new Home Office Counting Rule (HOCR) changes have been presented to Senior Leaders at Strategic Tasking Forum and the Force Crime Registrar is now responsible for the No Criming of Rape offences across the force. .
17. The Audit & Compliance (A&C) Team is providing a supportive focus for the Public Protection Unit for Quarter 1, which will assist the previous HMIC Inspection Reports on Domestic & Child Abuse. It will also help the Force prepare for the impending HMIC Vulnerability Inspection (June/July 2015). The team is finalising the Audit & Compliance Plan for 2014/2015, which will include an emphasis on Theft Shops and Stalls. The Additional Verifiable Information (AVI) guidance has been circulated force wide and Detective Chief Superintendent Graham addressed the matter with the Crime Managers.

18. Learning & Development is currently scoping the training requirement for frontline officers around crime recording, which has to be set in the context of a very effective Crime Service Team and the A&C team is developing an online package to assist officer with their understanding of HOOCR principles. Chief Superintendent James Andronov is now the Information Asset Owner for the Crimes system, a user group is being developed which will be jointly chaired by Force Contact and the Force Crime Registrar, representation will include appropriate department and front line users to ensure the system is fit for purposes to ensure accurate crime recording.

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

West Midlands Office Police and Crime Commissioner will manage this update.

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

19. The Deputy Chief Constable's (DCC) Task Force has an officer working full time with Public Health England on a raft of measures to reduce violent crime and harm. Chief Inspector Dave Twyford's broad range of partnership work includes initiatives to reduce violence, public place violence and harm.
20. In addition there is a work stream in connection with Cardiff University to exchange Accident and Emergency data to improve intelligence flow and information sharing protocols. That information sharing protocol is a key strand of the harm reduction strategy.

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

21. WMP are in the process of continuing to support EBP with the College of Policing, we are currently involved with the bidding process for the Police Knowledge Fund collaborating with several Universities across the UK.
22. The online tool kit is up and running and awareness rose across the force.
23. Mandatory training now completed. All WMP Inspectors and Sergeants through Learning & Development have received an EBP input as part of a training day.

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

24. The Regional Organised Crime Unit's (ROCU) work requires partnership engagement on a grand scale. The following are some examples of where WMROCU are engaging in fruitful partnerships;
- Government Agency Intelligence Network (GAIN) – GAIN is a multi-agency collaboration of public sector enforcement agencies, private sector organisations and trade bodies. The GAIN network aims to lawfully share information and intelligence and conduct joint investigations. There are currently 22 'core' agencies engaged nationally with more joining the network on a daily basis
 - Partner Embeds – members of the NCA, HMRC and Safer Cash are embedded into the Regional Intelligence Unit (RIU) to provide real time intelligence sharing and development. The Gangs Licencing Agency are also soon to have a presence within the RIU to assist in the sharing of intelligence relating to the regional priority of Modern Day Slavery
 - Strategic Governance Groups (SGGs) – created in line with the ROCU's control strategy, these thematic groups meet quarterly and provide strategic direction against regional threats. Each group is comprised of pertinent stakeholders from law enforcement as well as non-government organisations, giving partners an active voice in how we address Serious and Organised Crime (SOC). A good example of this is the Modern Slavery group which is chaired by an National Crime Agency officer, with representation from law enforcement, Home Office departments and relevant charities
 - The regional Cyber Crime Unit are now co-located within the NCA's Birmingham offices and there are plans to co-locate the Regional Confidential Unit with the NCA's national confidential capability
25. Staff from the Crown Prosecution Service has recently moved into the ROCU, with two CPS teams now co-located with the Regional Asset Recovery Team and dealing with Asset Confiscation Enforcement (ACE) and Proceeds of Crime (POC).
26. A joint Project Concord and ROCU bid to the Police Innovation Fund titled, 'A Connected Region – Secure Intelligence Platform', has been awarded £2.18m to connect the regional forces' IT systems and provide a secure platform from which to share and work on intelligence from external partners. This will provide potential for further collaboration with partners and automate many existing manual and resource intensive processes.
27. Project Concord are also engaged with the Royal United Services Institute (RUSI) in scoping and planning a programme of work, to draw together a strategic alliance of key statutory partners, with the common goal of making Birmingham East a safer, healthier and more prosperous place, over a five year time frame.

Work with safeguarding partners to improve the outcomes for vulnerable people

28. This forms part of business as usual within Public Protection. A bespoke Domestic Abuse (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 and partners.
29. 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.
30. 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 became statutory in April 2015 in particular around preventing abuse of Vulnerable Adults within the West Midlands area. Their works includes internal and external training and very close partnership working with Local authorities and the Care Quality Commission.
31. 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.
32. The third Multi Agency Safeguarding Hub (MASH) for the Force began operating within the Coventry Local Authority area in September 2014. This follows the implementation of the Sandwell and Birmingham MASH which involves the co-location of West Midlands Police, Children Social Care, Adult Social Care, Housing and Neighbourhood Services, Probation and Health. The intention of the new operating model is to raise the quality of information sharing and therefore becoming better informed when conducting risk assessments around the wider family network.

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

33. West Midlands Police have made significant investment in Integrated Offender Management (IOM) in order to reduce re-offending. National re-offending statistics illustrates a 6.75% adult re-offending rate for those who feature in the WMP IOM structure. This figure is only a small percentage of the total number of offenders (15%).
34. Offender Rehabilitation Act 2014 (ORA) has introduced fundamental changes to Prison releases and Statutory Licence conditions. The aim of the revised Act is to reduce adult re-offending. All offenders who are over 18 at the time of release and have served more than one day in custody will be subject to a 12 month rehabilitation plan, managed by Community Rehabilitation Companies (CRC).
35. The Reducing Reoffending Partnership was chosen as the preferred bidder in the Staffordshire & West Midlands and in the Derbyshire, Leicestershire, and Nottinghamshire & Rutland CRC's by the Ministry of Justice until 2025. This new partnership between Ingeus, CRI and St Giles Trust, combines experience from across the voluntary and private sectors.
36. 80% of prison releases are now required to be released from local establishment. For West Midlands Police these are: HMP Birmingham, HMP Brinsford, HMP Drakehall, HMP Dovegate, HMP Oakwood , HMP Foston Hall and HMP Hewell.

37. There will be up to 12 weeks rehabilitation prior to release for every serving prisoner. During the resettlement phase a release plan will be set out, licence conditions imposed and any required support sought such as housing, substance misuse and training.
38. Integrated Offender Management is intentionally focused on reducing re-offending which results in fewer offences, less victims and ultimately a reduction in demand for WMP.
39. It is vital that WMP have a valid input to Offenders prior to release in order to make an informed multi agency approach to their management to reduce the risk of harm and re-offending. Ultimately 85% of all prison releases were released unmanaged. As a result of ORA 2014 these will now be subjected to licence conditions and may benefit of multiagency management.

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

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

West Midlands Office Police and Crime Commissioner will manage these updates.

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

40. Neighbourhood policing remains key to our relationships with communities and this local policing provision is critical to the identification and management of local concerns. However, it is becoming more important than ever to mobilise communities to help address the issues raised and identify new and innovative ways of working in partnership with voluntary organisations and existing agencies and public bodies.
41. In late 2014, residents of the West Midlands were given the opportunity to list their top three concerns within their communities. The survey suggested that the top concern was the fear of burglary, followed by speeding vehicles, and inconsiderate parking.
42. Communities continue to highlight their concerns at monthly neighbourhood ward meetings and at other venues which include police surgeries in local public buildings and shopping centres.
43. Each ward based neighbourhood policing team continue to publish their priorities on the neighbourhood websites and post updates as issues are addressed.

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

West Midlands Office Police and Crime Commissioner will manage these updates.

Delivering better value for money

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

44. There is continued support of the Custody Modernisation Programme via the provision of a new custody build and the rationalisation of existing custody blocks.
45. WMP is actively engaging with local partnerships, including Local Government Association and Home Office, as a lead force in developing a business case to engage a National Uniform Management Service (NUMS).
46. A re-letting of the MFD Printing contract has enabled a yearly saving in excess of £350,000 by utilising existing equipment and removing the need for new equipment and subsequent associated costs for departments across WMP.
47. Continuing focused support on existing projects, ensures delivery timescales are maintained and within the cost envelope.

Develop a work force that meets future needs

Police Recruitment Programme

48. Following last year's initial phase a second recruitment campaign was launched in March. Over 3000 applications have been submitted, with candidates now processing through the assessment process. The 80 new recruits from the first intake (last October) have completed their initial training phase and have now commenced their LPU postings for further training and development, whilst those from the March intake are progressing through their initial training phase at Tally Ho!

Positive Action

49. The current phase of the Police Officer recruitment programme indicates an increase in BME representation, reflecting a more targeted marketing strategy across local communities. A review of positive action initiatives across the workforce is taking place to support organisational learning and future development, including application of action learning sets to support candidates considering promotion opportunities and lateral development. Promotion processes run over the last financial year have resulted in increased representation at Sergeant and Inspector ranks. Additional work is required to address police staff representation and senior officer ranks.

Apprentice Scheme

50. An intake of seven apprentices commenced employment in April, based in the Shared Service Centre. Work on the options for the future recruitment of Apprentices is taking place, linked to wider consideration of the workforce requirements emerging from the WMP2020 Blueprint.

Succession Planning

51. Succession plans have been received from all Departments and LPUs and a schedule of critical roles/individuals is actively being managed by SLTs. The Workforce Strategy Group Chaired by the Director of Resources oversees these plans to ensure they are robust and mitigate risk.

Develop people who are capable and effective in delivering their roles

52. Selection Process:

- WMP have established doctrine which has removed opportunities for unconscious bias so candidates are selected on merit
- Selection takes place against the National Competency Framework

53. Prior to Promotion:

- All ranks benefit from a pre promotion development course developed by established practitioners in partnership with our Learning and Development department. Courses range between 1-4 days.
- Coaching and mentoring is in place for all individuals interested in promotion

54. Post Promotion:

- Candidates are supported by Learning and Development through their first year.

55. Existing Ranks:

- Sgts and Inspectors completed Mandatory Supervisory Management development days (x4 per year) aligned to strategic change and culture change requirements, reinforcing and challenging expectations of the role.
- There is an opportunity to attend master classes for senior and middle tier managers which are based on current and future focused leadership requirements e.g. systemic leadership, unconscious bias partnership working etc.
- Bespoke development has been created for LPU's / Departments in response to specific collective challenges facing individual leadership teams
- Elements of leadership are embedded in core skills for role including for those without formal leadership role, e.g. front office training
- On-going Continuous Professional Development (CPD) Days.

56. Higher Potential Development Scheme (HPDS) Programmes:

- Fast Track and HPDS in place and bespoke training and support for each candidate. The HPDS leadership development framework sets out critical requirements on promotion at each level.

57. Talent management training:

- Each SLT has been introduced to the nine grid performance and potential matrix and risk based succession planning tool by the Heads of HR&LD. Next stage – a more formalised approach to succession planning and talent management is part of the WMP 2020 Blue print which will include a more systemic approach to people management overall.

58. **Equality, Diversity and Human Rights (EDHR):**

- Data shows that our Female colleagues are excelling in the current environment. This has been successful through self-help and initiatives developed within the women's networks offering mutual support and development
- BME representation has been less positive and the force has been working closely with BME support networks to address this challenge
- The force support networks jointly own BME progression plans which includes bespoke positive action stands, for example; Open days with departments and roles underrepresented and Learning and Development offer training days in advance of promotion processes
- A bespoke BME mentoring programme has been implemented where 20+ individuals are trained mentors and support is led through the College of Policing programme
- Master classes bring in cutting edge and evidence based thinking from leaders in their field e.g. Professor Binna Kandola's input on Unconscious Biases has now being adopted by the force and rolled out to EDHR champions and is part of business as usual.

59. **Operational and Command Functions:**

- Officers are trained and accredited to national standards
- Senior leadership teams are supported with bespoke training to suit their needs for their team and their areas of business

60. **Leadership and Culture:**

- Leadership and Culture are key components of the WMP 2020 Blue Print. A staff survey and workshop based Organisational Value Analysis (OVA) and Desired Cultural Analysis (DVA) were key elements in understanding leadership strengths and weaknesses and requirements against current and future needs.
- Ensuing recommendations have been signed off and are forming part of the implementation plan. The draft leadership strategy developed by L&D integrates well. This seems to align well with the recommendations of the College of Policing leadership review released in March 2015.

61. **L&D Leadership strategy:**

- Specifically on leadership and development generally L&D have also drawn on the work of other organisations e.g. Public Health England and NHS leadership academy and has carried out its own academic research on what followers want from leaders to inform draft leadership strategy.

Improve productivity of staff and assets

Workforce Resilience - Workforce resilience is a priority for HR, with activities focused on:

Attendance Levels

62. LPU/Department attendance action plans are in place, managed through HRMs at fortnightly meetings. Attendance data is now included on the Resources Directorate Performance Portal, which is available to Senior Leadership Teams on a daily basis. Significant cases being identified and subject to case management procedures.

Restricted/Managed Return to Fulltime Duties (MRFD) Officer Deployment

63. Force data on numbers/deployment of Restricted and MRFD Officers is being reviewed. Individual cases are subject to Occupational Health review, to assess the degree to which deployment arrangements and reasonable adjustments are appropriate. The process for recording restrictions is also being reviewed to ensure compliance with the national definitions and to ensure that the process reflects operational requirements.

LPU flexible working arrangements

64. A review of LPU flexible working arrangements has been completed, with a similar review of central Functions about to commence. The review to date has confirmed that current flexible working arrangements are aligned to operational need.
65. A number of associated indicators have been developed and reported on with a number still in the process of being developed. These identify areas of service improvement and where improved productivity can be targeted. This will then lead to appropriate training and staff development, linking performance to objective setting.

Assets

66. The re-letting of the vehicle recovery contract, with local operators, ensures front line operational services are maintained by the swift recovery of vehicles stolen, abandoned or used in crime.
67. The project developing vehicle telematics will see a contract awarded by 1st September 2015, with all vehicles to be fitted with a black box by April 2016.

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

This is an agenda item for June 2015 and the Deputy Chief Constable / Head of change will provide an update for the June board.

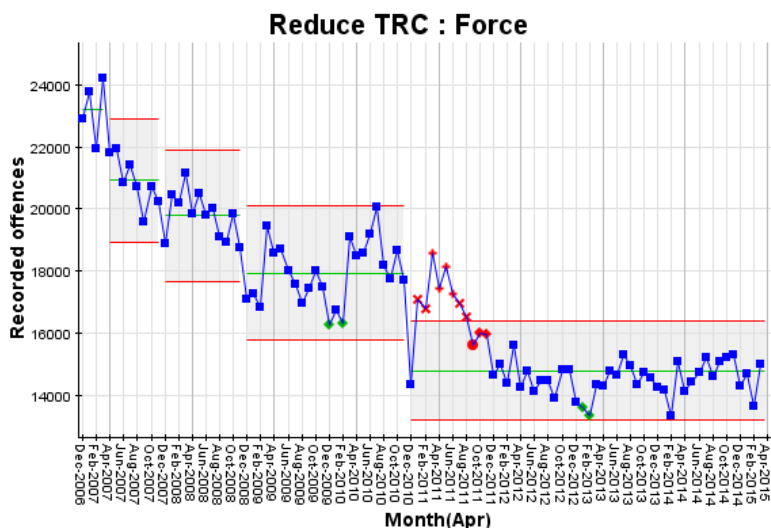
Increase the involvement and work with voluntary, third sector and community partnerships in priority areas helping to keep crime down

- 68. The priority areas across the force continue to generate the majority of current demand and receive the greatest attention when it comes to resources and the need for new initiatives and partner led schemes.
- 69. Voluntary, third sector and Community partnership initiatives remain the corner stone of successful neighbourhood policing as well as being a critical element of daily priority area management.
- 70. There are numerous initiatives on-going which have become embedded in the management of said neighbourhoods which have become established over years of partnership working as well as new relationships and initiatives.
- 71. All LPU's acknowledge the priceless links and initiatives each priority area has with its housing teams, educational establishments, business partnerships, youth engagement, and social wellbeing groups.
- 72. Relationships continue to grow and responsibilities are being shared between statutory providers and other partners.

Reduce crime and offending

Strive to have our lowest ever crime levels

- 73. A numeric milestone has not been set for 2014/15 however the Force is committed to achieving its lowest ever crime levels.
- 74. Total Recorded Crime (TRC) was 1.1 per cent higher than in 2013-14. The monthly volume remains stable, averaging 14,799 offences.



- 75. The WMP area maintains its strong performance compared to its most similar force areas, continuing to record fewer crimes per 1,000 residents.

76. Contrary to Force Total Crime, Dudley and Walsall LPUs have experienced significant increases in monthly levels, driven predominately by increased recording of Theft from Shop and Stalls and section 20/47 violence.

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

77. In July 2014, we commenced Operation Sentinel, which ran for a period of six months. The initiative was aimed at enhancing the service provided by West Midlands Police and its partners to victims across the force area, which 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.

78. 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.

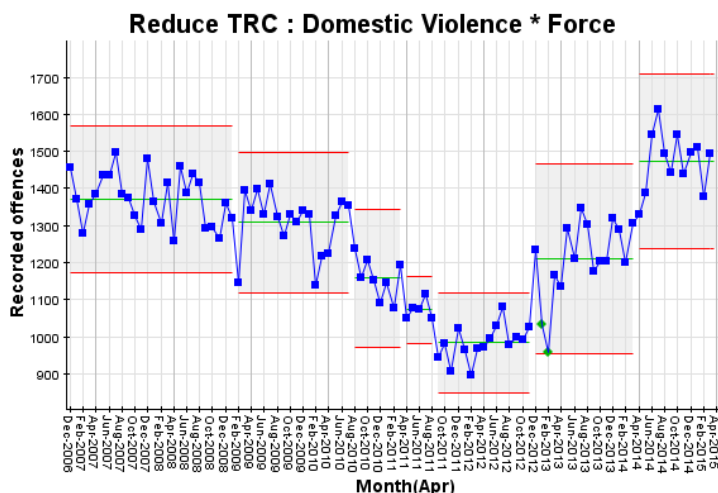
79. Sentinel focussed upon:

- Domestic abuse
- Child sexual exploitation
- Human trafficking (which is now referred to as Modern Day Slavery)
- Forced marriage
- Honour-based violence
- Female genital mutilation

80. Sentinel commenced for a second time in October 2014 with the aim of ensuring our partners were involved in all aspects of the portfolio. We recognised that sustained partnership would help us to unlock doors that were currently closed and to build confidence amongst communities in our collective capability.

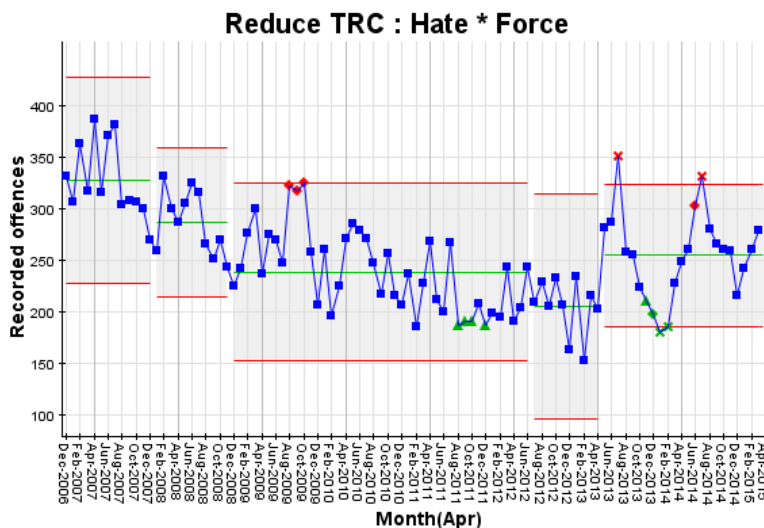
81. It was hoped that by working together with our partners and our communities with the drive of Sentinel, that we could strengthen our response and reduce the number of victims of these abhorrent and heinous crimes that are occurring today, behind closed doors. Only by working together to forge ideas, strategies and commitments to empower those victims who haven't got a voice, could we defend their rights and safeguard them from harm.

Domestic Abuse



82. Following a significant increase in the recording of Domestic Abuse (DA) crimes (focussed in the Western side of the Force), monthly levels remain stable. The current process average is 1473 offences.
83. This new benchmark is indicative of increased reporting and does not reflect an increase in offending.

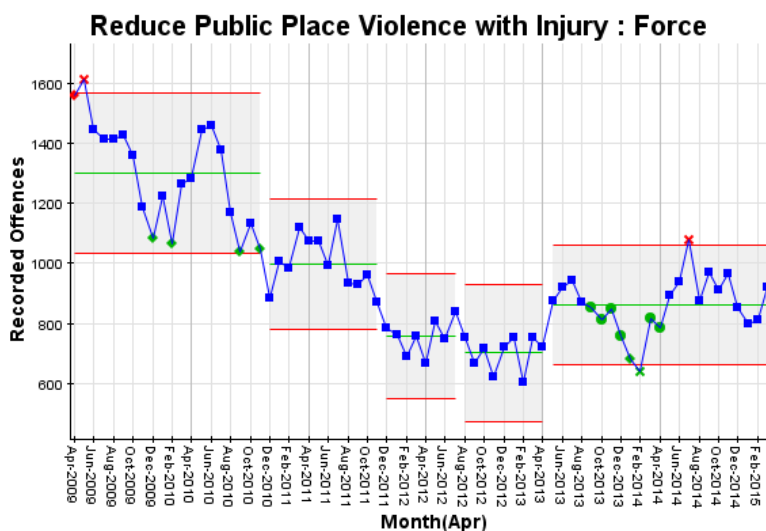
Hate Crime



84. Recorded Hate Crime has been stable since June 2013, averaging 255 offences per month. The majority of these offences were racially aggravated.
85. Hate Crime descriptors were introduced at the start of the 2014/15 to identify specific types of hate crime. 55 offences (1.7 per cent) were 'Islamophobic' in nature and 14 offences (0.4 per cent) were Anti-Semitic. 28 offences (0.9 per cent) were believed to be targeted at individuals with mobility impairment.

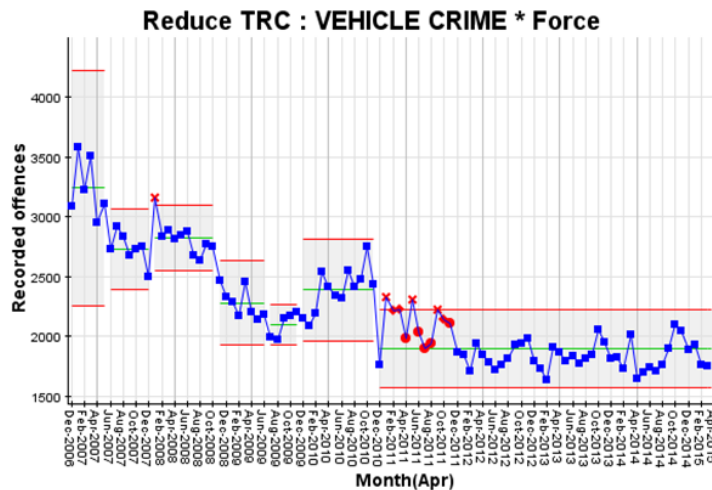
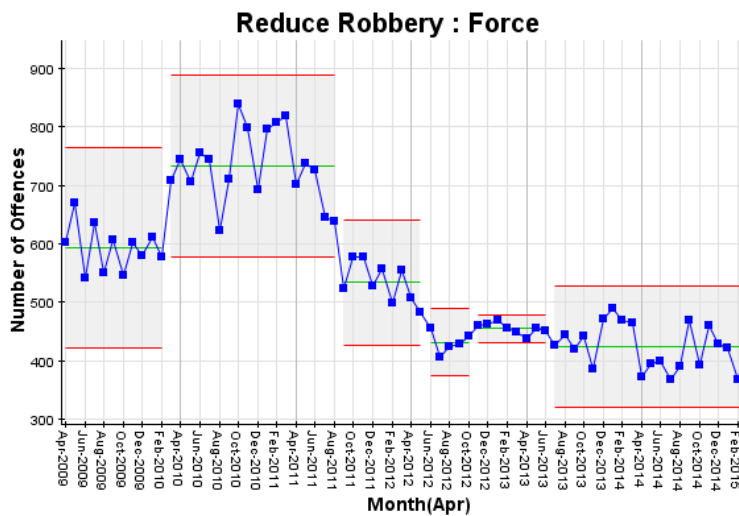
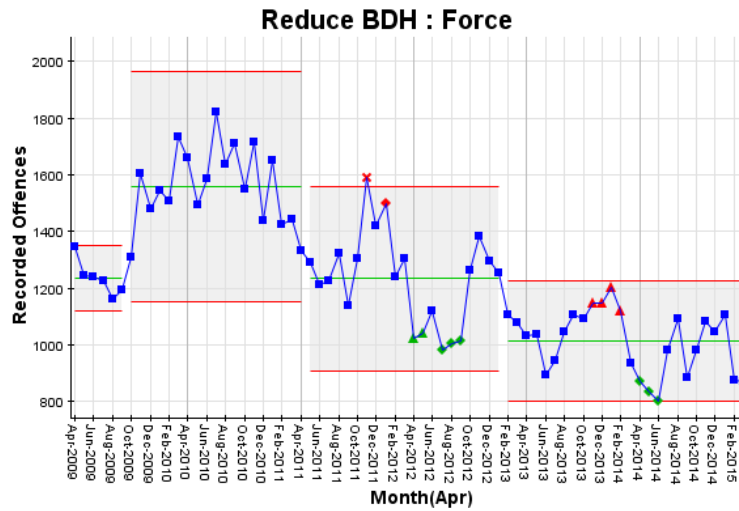
Reduce public place violence by 5 per cent

86. Public Place Violence with Injury increased by 10.8 per cent (1048 offences) compared to 2013/14.
87. Although offending has been elevated compared to 2013/14, monthly levels remain stable, averaging 862 offences.
88. Despite recording the highest volume of Violence with Injury, the Force can report the second lowest volume of offences per 1000 population when compared to most similar forces.



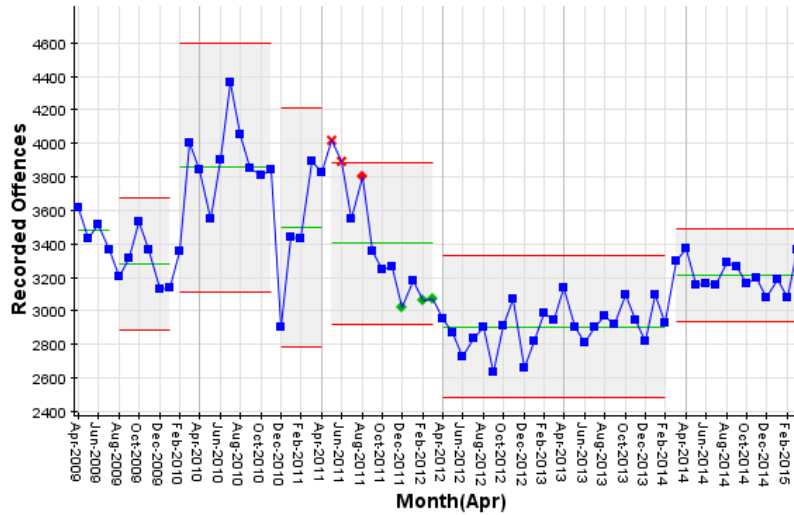
Reduce property-related crime, with a focus on burglary (reduce by 2 per cent), robbery (reduce by 5 per cent), thefts relating to vehicles and business crime

89. Burglary Dwelling and robbery have both experienced significant reductions compared to 2013/14. Robbery recorded a reduction of 8.8 per cent (474 fewer offences) and burglary dwelling recorded a reduction of 10 per cent lower than last year with 1276 fewer offences.
90. Monthly offending levels remain stable and continue to record the lowest levels since comparable crime recording. Robbery currently averages 424 offences per month and Burglary Dwelling 1012.
91. Vehicle crime experiences an average of 1894 offences per month and similarly to other acquisitive crimes saw a reduction in offending (-1.6 per cent equating to 362 fewer offences compared to 2013/14).



92. Overall business crime increased by seven per cent, equating to 2,488 offences and contributes just over a fifth of total crime.
93. 2014/15 experienced a significant increase in the average number of offences recorded per month. The current monthly average is 3212 offences, increasing from 2907.

Reduce Business Crime : Force

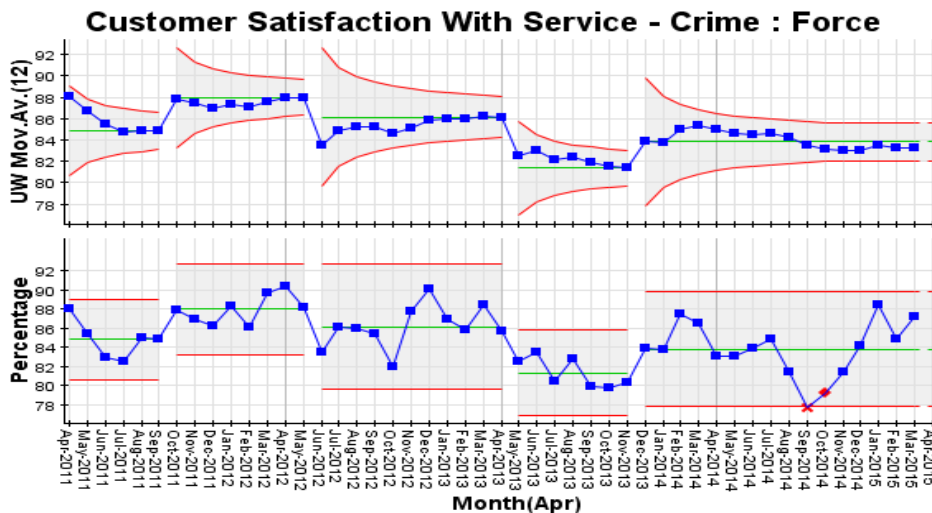


- 94. The largest contributor to business crime is theft shops and stalls, accounting for 44 per cent. This has increased compared to 2013/14 (7.8 per cent) and experienced a significant increase in the monthly average.

Improving the service the public receive from the police

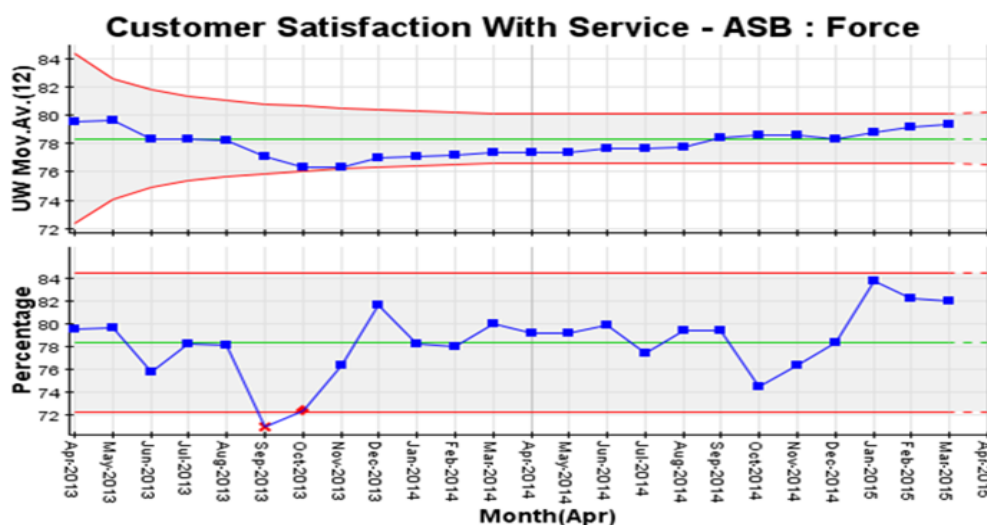
Increase satisfaction with services provided relating to crimes

- 95. Victims of crime and anti-social behaviour are called six weeks after their incident is recorded and asked about various aspects of the service they received from us.
- 96. Satisfaction with the overall level of service was 82.7 per cent at the end of 2014/15.



Increase satisfaction with services provided relating to anti-social behaviour

97. Satisfaction with ASB remains stable at 78.7 per cent (rolling 12 months)



Ethical Demand Reduction

98. A previous performance paper provided a comprehensive update with regards to Demand Reduction. A paper will be provided in June 2015 with an update on WMP 2020 which will provide a further update on the future direction of the force on how WMP reduce demand.

Better protecting people from harm

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

99. West Midlands Police (WMP) continues 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.
100. The West Midlands Police Serious and Organised Crime Strategy (SOC) is now complete and have been presented to Command Team. This aligns the force approach with the Home Office SOC strategy. A dedicated PREVENT and PROTECT capability has been created within Force CID, drawing existing resources from other aspects of the Serious and Organised Crime Unit. This new capability is headed by a Detective Superintendent and amongst other work is delivering a PREVENT Randomised Control Trial (RCT), in partnership with Cambridge University and a third sector organisation, with the RCT aiming to explore the pathways into organised crime and develop an evidence base of what works when preventing individuals from adopting a criminal lifestyle.

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

This was answered in the Regional PCC report 9th April

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

101. The majority of tactics recently developed for these areas of business have been captured under the Sentinel work stream. However, there have been particular developments in the area of child sexual exploitation where a renewed strategy is being developed to triage and then address issues identified under the headings of victim, offender, facilitator, and location. Other work is being completed to analyse the effect of actions and tactics used to date so a more robust long term strategy can be developed under the four pillars of Pursue, Prevent, Protect and Prepare.
102. Referrals and intelligence are being managed through a structured network of meetings which include, Multi-Agency Safeguarding Hub (MASH), Multi Agency Sexual Exploitation Meeting (MASE), Child Sexual Exploitation and Missing Operational Group (CMOG), and local CSE co-ordinating meetings.
103. The dedicated CSE team are now working on a number of complex cases, bringing perpetrators to justice in an expedited fashion, whilst remaining focused on the importance of the continued safeguarding needs of the vulnerable victims involved.
104. Sophisticated problem profiles are being regularly produced to plot and analyse data and intelligence gathered by police, local authorities and its regional partners, so all parties have an up to date and informative picture of the threat and harm faced.
105. The Commissioner launched the new Victims Service on the 1st April 2015. This service will provide support and information to all victims and will make sure specialist help is provided when needed. These services will help victims to cope and recover from the impacts of crime. Victim Support will provide the initial first contact, support and information to victims, including those affected by business crime, anti-social behaviour and serious road traffic collisions – should they wish to receive support.
106. Victims will be supported regardless of whether or not they have reported the crime to the police, which ensures compliance with the new EU Directive for Victims which states that support must be accessible to all victims, even those who do not report to the police.
107. A victim of crime is entitled to support under the Victims Code. The Code states that extra support should be given to three priority categories of victims – victims of the most serious crime, persistently targeted and vulnerable or intimidated victims.
108. The Victims Commission will assess priorities for the delivery of victim's services and make recommendations around service delivery.

COMMISSIONED SUPPORT SERVICES

109. The following principles will underpin the OPCC approach to the commissioning of support services for victims:
110. Support will be driven by need that has been evidenced:
- A baseline, generic support service commissioned through Victim Support will Ensure that emotional support is available to victims of reported crime who wish to receive it. They also accept self-referrals
 - Additional specialist support will be available for the most vulnerable victims in the West Midlands
 - Continuity of care for victims is paramount and will be available as long as it is needed
 - The commissioning approach is consultative and collaborative
Partnership working is crucial to ensure the best services for victims.
111. The services commissioned as part of this process are one element of a complex and varied network of support which currently exists for victims across the West Midlands and therefore it is important that local commissioning bodies work in partnership to ensure a cohesive approach. This is being done through the Victims Commission.
112. Where existing baseline services exist, the OPCC will work with partners to ensure resources are appropriately allocated to prevent duplication, and to encourage local innovation in developing responses to those victims with more acute needs.
113. One good example of this innovative approach is the OASIS Support Services being delivered by Community Vision West Midlands which offers a whole family model of culturally appropriate interventions that combines intensive one to one support with group activities and specialises in BME victims of serious crime.
114. Locally, regionally and nationally commissioned services should complement not duplicate. The OPCC will continue to monitor progress in relation to a number of national funding arrangements for services for victims of serious crime, and will keep abreast of any developments as to the wider scope for national services and funding arrangements.

Implement the Code of Practice for Victims

115. The Victim's Code Board chaired by Chief Superintendent Robinson, Criminal Justice Services continues to meet on a monthly basis. The board promotes implementation of the requirements under the revised Code of Practice for Victims of Crime 2013 (Victims' Code). Through sharing of best practice the board has developed a more comprehensive delivery plan and quality assurance framework to achieve consistent performance monitoring.
116. This will provide greater understanding of performance against the requirements of the Victims' Code so that individual feedback and learning can be provided as appropriate and compliance can be secured. The ethos of the group is to put victims first and provide excellent service.
117. Following feedback at the Board from performance auditing, Chief Superintendent Robinson prepared a business case for additional training to be delivered to all operational officers and relevant police staff on the Victims' Code to ensure that they are well equipped to deliver victims' entitlements. The business case was supported and approved at Force Strategic Tasking.

118. A further business case was made for a more formal assessment of performance to be completed via an in house independent QPR evaluation process. This request also met with approval. Both these activities are recent developments and as such are in the early planning stages.

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

119. WMP are reviewing the term 'repeat victim' with a view to developing a new definition which will include a risk assessment centred on vulnerability rather than purely on the number of calls for service made. With a more informative tool to identify repeat victims and serious vulnerability this would in theory ensure a more bespoke and targeted response to the said victim.
120. The repeat caller database still indicates to neighbourhood teams where repeat calls for service are being made from and the WMP 2020 work stream is exploring new products and ways of working to improve this valuable tool to make it more user friendly and ensure in the future it will have the ability to interface with other risk and vulnerability assessment tools.
121. The new location profile software is being used across the WMP area to plot high demand areas. These locations are then being rated in terms of risk and repeat exposure of victims to crime and anti-social behaviour.
122. Once the threat has been established the most appropriate level of police attention is prescribed by the model. On the Birmingham South LPU where the strategy was initially tested, calls for service and reported anti-social behaviour have fallen to a record low.
123. The ASB Vulnerability Matrix pilot has been successful addition to measuring vulnerability and harm and there are plans to roll this out across the force. This will provide consistency in WMP's approach to identifying vulnerability and meet HMIC recommendations.
124. The lead for ASB is now Supt. Richard Youds (Sandwell LPU). Supt Youds is progressing work with LPU's and partners to provide a performance framework for ASB that prioritises 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.

Supporting stronger communities

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

125. The Safer Travel Police Team is a unique partnership approach to providing intelligence led policing across all modes of public transport in the West Midlands region. Performance against the Safer Travel Plan objectives continues to be strong:
- Passenger perception of safety at stops is up 15% in last 3 years
 - Passenger perception of safety on buses is up 8% in last 3 years
 - Passengers seeing ASB as an issue on buses is down from 18% to 8% in last 3 years
126. Since the last update several key operations have been delivered including Operation Snow (dealing with the Christmas Market), Operation Goliath between October 2014 and March 2015 (pan West Midlands operation with British Transport Police, Safer Travel and WMP resources providing additional high visibility patrols) and a number of ASB operations in response to feedback from the public.
127. The Birmingham Community Safety Partnership has funded promotional campaigns including 'Can You See Me, I Can See You', which raised awareness of plain clothes policing, and Put Pocket that dealt with theft offences. Project Empower has also now been fully marketed across the region supported by funding from Birmingham CSP Youth Violence and Vulnerable Persons strands. This has had excellent results in detecting offenders and led to an increase in reporting.
128. The Safer Travel Partnership dedicated Anti-Social Behaviour Team continues to work across the West Midlands tackling anti-social behaviour and over 800 cases have been dealt with in the past year. The team have had successes in Walsall, Chelmsley Wood and Hawkesley through joint intervention with LPUs to deal with identified offenders. The STP Restorative Justice programme has led twenty-nine young people through the process.

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

129. There are numerous partnership initiatives and collaborative ways of working taking place across all areas of Police business at this time. These include, the Multi – agency safeguarding Hubs (MASH) which is reported in later in the paper and the troubled family piece.
130. The troubled families programme was rolled out in two phases;
- Phase 1 evaluation shows promising outcomes-based results and represents a holistic way of tackling the high cost of dependency. Evidence gathered to date both nationally and across the WMP local Authority areas by way of case study and broad financial assessment, indicates that the Troubled Families Programme has already improved outcomes for families and impacted positively on policing.
 - Phase two of the TF Programme was formally adopted nationwide on the 1st April 2015; all but two of the West Midlands Police Force Area Local Authorities have been early adopters rolling out phase in either September 2014 or January 2015.
131. Phase two expands the criteria by which a family can be included in the programme allowing for more local discretion and flexibility. It is expected that every family will have at least two of the six headline problems:
- Parents or children involved in crime or ASB
 - Children who have not been attending school regularly
 - Children who need help
 - Adults out of work or at risk of financial exclusion and young people at risk of 'wordlessness'
 - Families affected by domestic violence and abuse
 - Parents and children with a range of health problems
132. Phase two affords an opportunity to influence the Troubled Families cohort to better reflect some of the more challenging families whom the police regularly encounter owing to crime, ASB and vulnerability as well as those involved in organised criminality.
133. Owing to the data demands experienced in phase one and the foreseeable increase in this demand moving in to phase two (nationally the number of Troubled Families will rise from 120,000 to 520,000) the Strategic Intelligence Dept. have been working to develop automated data retrieval form Force systems which will help inform both the identification of families and so too the progress partner activity is having on families adopted into the programme.
134. The automated data principles, content and associated information sharing arrangements have been agreed and the first run of data is to be trialled imminently. A supporting police performance framework is also in development. Troubled family and early help.

Develop community capacity to deal with local issues

135. There are numerous initiatives taking place across the WMP area which are enabling members of the community to work hand in hand with police and our partners to address local issues.
136. Street watch is a community-led initiative which enables volunteers to patrol in pairs with the guidance and support of the local policing team. They register each patrol on a specific website and if they encounter suspicious behaviour they do not get involved but report it to police. There are schemes currently in Birmingham East and Solihull.
137. Street pastors are an inter-denominational church response to neighbourhood problems. The scheme has more than 2,500 trained volunteers nationally and operates in over 100 locations nationally.
138. Independent Advisory groups are self-governing groups made up of 15+ people from a local community who provide independent advice to the police with the aim of improving the quality of policing within communities.
139. Neighbourhood watch continues to engage the community across WMP and so too do derivatives which include Pub watch and Business watch.

Ensure an effective contribution to national policing

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

140. This was answered in the SPR paper submitted 3rd Feb.

Force delivery plan for the Police and Crime Plan 2015-16 and approach to reporting performance against the Plan

141. The Force has several mechanisms that govern reporting of performance against the Plan. Those reporting mechanisms are corporate factored into the yearly planner for senior officers and departmental leads and inform strategic and tactical delivery plans against a broad range of policing issues. Those reporting mechanisms include; Force Leadership Conference, Strategic Tasking, and Command Team meetings (all monthly).
142. In addition Assistant Chief Constables and the Information Services Manager from the Performance Assessment Team conduct Local Policing Unit and Departmental Quarterly Performance Reviews (QPR). Those QPRs are bespoke to Local Policing Units and Departments and inform strategic and operational policing activity in a given area.

FINANCIAL IMPLICATIONS

No financial implications

LEGAL IMPLICATIONS

No legal implications

EQUALITIES IMPLICATIONS

No equalities implications

The Board is asked to consider the attached report from the Deputy Chief Constable regarding a range of performance matters.

Deputy Chief Constable Dave Thompson