



STRATEGIC POLICING AND CRIME BOARD
1st March 2016

**Performance against the 2015/16 Milestones
and Deliverables in the Police and Crime Plan**

PURPOSE OF REPORT

1. To update members of the Strategic Policing and Crime Board (the Board) on performance and progress against the milestones and deliverables included within the Police and Crime Plan

EXECUTIVE SUMMARY

2. This paper reports on a broad range of performance issues across a variety of policing areas. The comparison to similar forces is made in several areas including recorded crime, satisfaction and the results and findings of HMIC reports. This paper reports on a range of policing issues that step outside normative assumptions of performance and includes updates on societal and economic issues that impact upon policing. For example, the force position on the 'Living Wage' is outlined, as is the current response to offender management and the efforts to provide clarity and legitimacy to Stop and Search powers.

BACKGROUND

3. The Police and Crime Plan 2015/16 sets out a variety of milestones and deliverables. Progress against the milestones and deliverables will be reviewed periodically throughout the year and presented to the 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.

Section 1 - Pride in Our Police

Confidence in Policing - Increased Public Confidence

4. In Wave 38 of the *Feeling the Difference* survey (Aug 2015), 83.6% of respondents said they had confidence in their local police. This is a slight decrease from the previous wave, but remains just above the current process average of 83.2%.
5. There have been no significant changes to confidence levels since the step change down in Oct 2010 (Wave 27) and levels have been particularly stable since June 2014 (Wave 36). Confidence in local policing on individual Local Policing Units (LPUs) ranges from 87.9% in Wolverhampton to 77.8% in Birmingham West and Central. Since 2010, Birmingham West and Central and Birmingham East have been the LPUs with the lowest satisfaction rates. However, since May 2014, satisfaction rates in Wolverhampton have shown a significant improvement. The National average for confidence is 77%. West Midlands Police confidence figure remains stable at 73.5%. The gap between the National average and West Midlands Police is currently 3.4%.

Satisfaction with Service - Satisfaction with Service on Crime and Anti-Social Behaviour (ASB)

6. *Contact Counts* performance, up to the end of January 2016, shows that satisfaction with service is stable for both ASB and crime. An average of 83.3%¹ of victims of crime were satisfied with the service they received. This monthly average has been stable for two years. Monthly data relates to incidents and crimes that occurred six weeks before the interview. The last seven months have been below average. An average of 78.5% of victims of ASB were satisfied with the service they received. This monthly average has been stable for four years.
7. *Contact Counts* satisfaction with service on crime is mandated for all forces. Comparable data is made available in iQuanta for the full year 2014/15. West Midlands Police were in 3rd position in the Most Similar Group (MSG) with 83.0%. Updated data to Sept 2015 shows West Midlands Police are now 2nd in the MSG

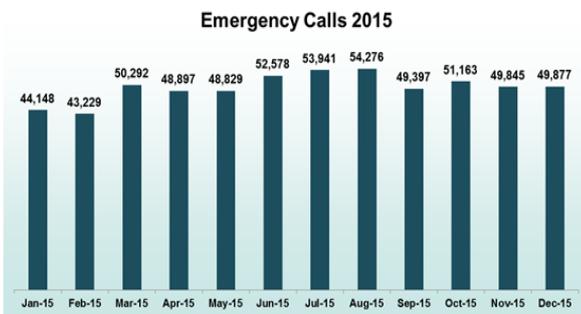
¹ SfN current process average.

Accurate Crime Recording - Maintain accuracy of crime recording as demonstrated through HMIC inspection

8. WMP received a very positive HMIC Crime Data Integrity inspection report in 2014 and in terms of accurate crime recording, the inspection findings were just below 99%, which was the best out of all the Police Forces in England and Wales (forty-three forces).
9. HMIC made 5 specific recommendations for WMP:
 - I. To ensure all crimes are recorded on the appropriate Crime IT system and not held on other IT systems
 - II. To communicate to all staff, that the Crime Service Team (CST) is the guiding body for crime recording
 - III. In Audit Cancelled Crimes (*No Crime*) to ensure that additional verifiable information (AVI) is present, in particular for harassment offences
 - IV. To review the recording of shoplifting, in consultation with the business community
 - V. To complete a training needs analysis for staff involved in crime recording and introduce appropriate level of training to increase awareness and understanding of Home Office Counting Rules (HOCR)
10. WMP has complied with all five recommendations, as captured on the HMIC Recommendations Tracker. In terms of recommendation V; CST is the principle crime recording function in WMP, which is recognised nationally as best practice. Although CST have received dedicated training within HOCR, Learning and Development has just developed an e-learning package for all staff and supervisors, to be rolled out shortly, which promotes the key points within HOCR and recent changes.
11. In the national Crime Recording Action Plan, developed by Chief Constable Jeff Farrar (ACPO Lead for Crime Statistics), WMP is cited as a force of **best practice** for the following areas:
 15. Victim Focus - audit for sexual offences and rape crimes
 19. Training – knowledge of staff for crime recording processes
 38. Process & Systems – crime recording audits
 39. Systems & Processes – crime recording practices i.e. the Crime Services Team.
12. Chief Inspector Ryan Howat (Force Crime Registrar) has attended the College of Policing (CoP) national Force Crime Registrar (FCR) Training and is now nationally accredited.
13. HMIC has just announced its intention to revisit all 43 police forces, over a four year rolling program, to undertake Crime Data Integrity (CDI) inspections, starting in April 2016.

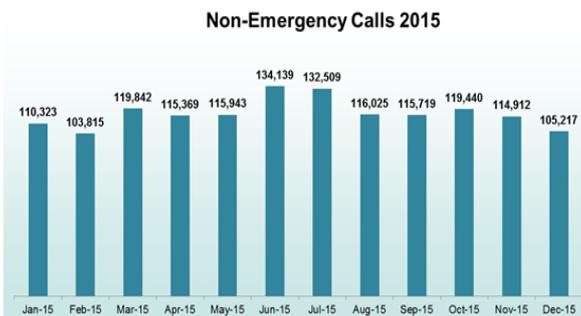
Access to Police Services – Contact - Review the ways in which the public can contact West Midlands Police

14. Within the last 12 months, WMP has recorded over 2.3 million contacts through its three main channels (999, 101 and public contact offices). The majority of these are through 101 (1.4 million). At this time it is not possible to tell how many individuals this represents (repeat demand) or the precise number of contacts that are made internally by West Midlands Police staff. The mobility pilot within the WMP2020 organisational change programme aims to reduce internal demand through 101. Since August 2015 the force has been operating a new public contact office structure. Since January 2016 eNotes has been introduced for collecting the volume of contacts. This data collection is useful in informing staffing levels and meeting predicted demand. Currently this equates to approximately 900 calls per day via 101.



**Total
Emergency
Calls
596,472**

**Public
Contact
Office
322,224
(Estimate 2016)**



**Total Non-
Emergency
Calls
1,403,253**

**Total
Contacts
2,321,949**

Effective Accountability

Evidence Based Policing - Review relative effectiveness of criminal justice outcomes, such as Community Resolutions, making use of links with the magistracy

15. The Force has currently recorded 12,697 outcomes (year to date) that have been resolved through an out-of-court resolution. These include 6840 Community Resolutions, a third of which were for shop theft offences. All offences that are recorded with Regina as the victim (excluding public order offences up to, and including, affray) require the authority of an Inspector or above for community resolution. The Audit and Compliance Team conduct monthly audits of usage of community resolution. The audit results over the last three months have been approximately 70% compliant with '*lack of Inspector's rationale*' often the reason the outcome fails audit.
16. Two conditional disposals below at (16) and (17) have recently been introduced in WMP. Training is almost complete and officers are being encouraged to use them wherever appropriate. Take-up was initially low but has been picking up in line with training nearing completion.
17. **Conditional Community Resolutions** - Based upon the Turning Point Randomised Control Trial (RCT), the Youth Justice Pilot in Sandwell, plus various Restorative Justice RCTs in England and abroad (notably the US and Australia). Offenders are assessed to determine what is driving their offending behaviour and referred into appropriate treatment. This may be additional to other requirements. For example, they may be required to apologise to the victim and/ or make restitution in addition to the referral. Offenders must have no more than one previous community resolution.
18. **Conditional Cautions** – Considered for all offences except domestic abuse and hate crime, and for which the offender is unlikely to receive a custodial sentence or higher level community order. An offender can have previous out-of-court disposals but minimal previous convictions. Conditional Cautions are evidence-based criminal justice outcomes in line with the use of Conditional Community Resolutions.
19. **Transparency** - On 18 December 2015 WMOPCC was awarded CoPaCC's Transparency Quality Mark 2015, recognising the work that is done to make the public aware of how the police spend their money and the decisions the PCC makes.
20. **Update on office review** - the office review is complete. The revised structure has been implemented, based on four teams: Business Support, Communications, Finance and Audit, and Policy, Engagement, Planning and Commissioning. Recruitment to remaining vacant posts is underway. Personal Development Reviews for all staff have been reinstated, along with personal development plans, new approaches to internal communications, and improved business planning.

Section 2 - Stronger, Safer, More Prosperous Communities

21. Deliverable: Update on progress of the West Midlands Combined Authority in relation to the OPCC

The [Cities and Local Government Devolution Act 2016](#) received Royal Assent on 28 January 2016.

The Chief Executive now attends WMCA Programme Board and the Commissioner the Shadow Board. A number of local activities are underway or recently completed:

- A consultation on the proposed approach to the Combined Authority closed on 8 February. The consultation received over 1900 responses, and the proposal received majority support. The Commissioner completed the consultation and provided a supporting letter.
- All seven West Midlands local authorities will shortly be making Council decisions on the WMCA proposals
- West Midlands Police has offered support to the Public Service Reform work stream, comprising troubled individuals, criminal justice, mental health, and Employment & Skills strands
- A draft constitution for WMCA is in development
- The three Local Enterprise Partnerships are developing a “Super SEP” (Strategic Economic Plan), a key planning document for WMCA

22. Deliverable: Ensure that Youth Commissioners remain an effective channel for communicating with young people

The Youth Summit is taking place on Tuesday 23 February and has been organised by the Youth Commissioners. A link to the information on the Youth Commissioners is [here](#) They have been carrying out consultation and engagement activities over the summer to come up with a number of priorities for young people. They include hate crime, personal safety, gangs and perceptions of young people. There will be an overall report from the Summit, all consultation activities and results and the information will be used to develop a Youth Strategy and Action Plan.

23. Deliverable: Victims Fund Allocation

From April 1st 2015, Police and Crime Commissioners took on responsibility for commissioning locally most of the emotional and practical support services for victims of crime that are provided by the voluntary and community sector and restorative justice. These services help victims to cope with and recover from the impacts of crime.

The services that have been commissioned form part of a complex and varied network of support that exists for victims, to ensure that the needs of victims are met through improved services. The Victims Commission, the Commissioners' expert advisory group of representatives from the voluntary and community sector have recommended support services in a number of key areas that the Commissioner needs to address. All services will offer a West Midlands response across areas of critical need and emerging issues.

At the January meeting of the Strategic Police and Crime Board, the Victims Service report was considered and a link to the report is [here](#) The report sets out the key recommendations, the work that has been done to establish referral pathways, existing services, map services and look at gaps in delivery. The services that the Commissioner has approved are delivered by voluntary and community organisations working in partnership to deliver West Midlands wide services in response to the priorities identified and recommended by the Victims Commission. The allocations are set out below:

Organisation	Service Provided	Crime Type	Funding 2015-16
West Midlands Sexual Violence	Increased counselling services, Independent Sexual	Sexual Abuse, Child Abuse and	£320,000

Services	Violence Advisors and Childrens ISVAs and Helpline.	CSE	
West Midlands Domestic Violence Consortium	Support service for young people, education and awareness raising programme.	Honour Based Violence and Forced Marriage	£110,000
West Midlands Modern Day Slavery Network	The WMMDSN will develop a multi agency response and develop a framework for support services in the West Midlands.	Modern Day Slavery/Human Trafficking	£50,000
Female Genital Mutilation	Support service for victims of female genital mutilation	FGM	£41,876
Barnardo's	A West Midlands response for children and young people involved in child sexual exploitation	CSE	£83,013
BRAKE	Helpline for anyone who has been bereaved or seriously injured in a crash or their carers', whether the crash was recent or a long time ago.	Road Traffic Collisions	£2,000
West Midlands Independent Domestic Violence Service Sandwell Women's Aid is the lead agency	The Independent Domestic Violence Advisory Service provides independent and impartial support for all high risk victims/survivors of domestic violence	Domestic Abuse	£210,000
Victims Fund Round 2	Providers of priority services	Priority areas	£167,750
Restorative Justice	Interventions across the West Midlands	Restorative Justice	£304,466
Total			£1,289,105

24. Deliverable: Business Summit 2016

This year's theme was cybercrime, responding to the concern of businesses that had been related to the Commissioner, and challenges from the Home Secretary that Police Forces should do more to respond on cybercrime.

114 businesses from across the region attended on the evening and were an active audience, asking questions of all the presenters.

The 2016/17 budget was presented as part of statutory consultation on the annual setting of the precept. Mark Kenyan also launched the new Economic Development Strategy. A PDF version of the ED strategy will become available on the PCC website shortly. A programme of consultation events across the region will be finalised by the end of February.

WMP2020 – the latest picture of the transformation of the Force was presented by Sally Bourner.

The key note speaker on the night attracted a good deal of media interest. Tony Sale is a former fraudster, who having served time for his illegal activity and now assists banks, financial institutions and businesses to prevent them falling victim to cybercrime. He demonstrated just how easy it was to gain someone's identity and rob them in a systematic way of their money and assets.

West Midlands Police and the regional cyber unit team gave business information of how a cybercrime report is investigated, where businesses can access a wealth of advice national operations against organised cybercrime.

Outcomes: One referral to Risc Associates, the OPCC Victim Support Service to business in Birmingham relating to cybercrime.

Feedback from the public: Some verbal criticism relayed to the DPCC regarding the choice of Tony Sales. Written feedback from several businesses was very positive however.

Deutsche Bank has now offered to host a day conference on cybercrime for SME's. This will be jointly organised by OPCC, the Birmingham Chamber of Commerce and the bank. There is commitment from ACC Foulkes and Rob Harris from ROCCU to present at the event to be held in early summer.

The Launch of a regional CISP (Cyber intelligence strategic portal) hub in February was advertised at the summit and the Midlands Fraud Conference. Event organisers have expressed their gratitude for this support in improving attendance at these events.

Perceptions of Safety - Fear of crime affecting fewer and fewer people

25. In Aug 2015 (Wave 38) 17% of respondents were fearful of becoming a victim of crime. This closely reflects the average which has remained stable since Oct 2010 (Wave 27).
26. There is no national data available for comparison.
27. Fear of crime in Wave 37 was highest in Coventry (20%) and Birmingham West & Central (19%). There is no change in these LPUs in Wave 38, but fear of crime is now highest in Birmingham East (22%). The level is lowest in Birmingham North (12%). In both Solihull and Dudley, where levels were lowest in Wave 37, there has been an increase of +3% points. There is no data available about which crimes people are most fearful of.
28. Levels of fear of crime vary by demographic group, with the following more likely to be fearful:
 - Females (20%, compared to 15% males)
 - Those aged 55-64 (21%, compared to 12% aged 16-24 and 14% aged 65+)
 - Residents with a disability (23%, compared to 16% with no disability)
 - Households with children (19%, compared to 16% no children)

Section 3 - Protecting people from harm

Reducing crime

29. Deliverable: Develop a Commission to tackle Gun Crime & Violence in the West Midlands

The Commission on Gangs and Violence is still being developed. It is a community-led multi agency partnership that will carry out a coordinated series of interventions by the community and is a response to the actual spike in gun related violence and the community perceptions that run alongside. To be able to tackle the problem, we need to be able to define the problem, and so this work will gather evidence to allow us to

address the issues raised. The key to this piece of work is that it will be community led, both through the process and also implementation of the recommendations. This approach will put local people at the heart of making changes to the area in which they live; community involvement will be an on-going process throughout the lifetime of the project.

30. Representation comes from members of the community, the OPCC, Birmingham City Council, Public Health, The Violence Prevention Alliance, West Midlands Police and Youth Commissioners.

Milestone	Description	Date
Launch of the Commission	Invited guest list to the public launch	Wk beg 7 March 2016
Desk based literature Review	Academic to be commissioned to gather evidence to establish the current position of reports and recommendations to date to establish understanding of past work and recommendations made to date including Police Authority report, Black Radley Report, BRGV report, BRAP, John Coughlan, Faith in the City etc Establish demographic profile of Birmingham	March-June 2016
Programme of Events to pull together evidence	Meetings, focus groups, roundtables, faith organisations, IAGs, community and residents groups, community activists, consultation events, mothers and families Birmingham Citizens	March-July 2016
Three month stocktake and review	Commission to review activity to date and ensure that the plan is on track	June 2016
Youth strand of consultation to be commissioned	Targeted youth intervention work: specific strand of meetings, engagement, video/film activity with an Action Plan	March 2016 To be completed July 2016
Regular updates to Cllrs and MPs	Monthly updates to be given to Cllrs, MPs, and Cabinet member with Community Safety Portofolio	Monthly
Event in partnership with Manchester and London	Event in Central Birmingham to consider the activities taking place across the three Mets, similarities, responses, best practice	June 2016
Summit to launch the recommendations and Action Plan	Community-led event to launch the report and action plan	September 2016
Commission to monitor progress	Commission will continue to meet monthly/bi-monthly to monitor progress and implementation	Monthly/bi monthly

31. Agencies that we will look to engage in the process includes: Education, Local Enterprise Partnerships, Birmingham Chamber of Commerce, Birmingham Youth Employment Initiative, the Business Sector, Local Enterprise Partnerships, the Private Sector, Birmingham Community Safety Partnership, Probation, Birmingham Youth Offending Team, other agencies will be included as issues are raised.
32. The Commission will be set up for a period of 12 months initially and reviewed after the recommendation stage.

Deliverable: Develop approach to restorative justice

33. Restorative Justice (RJ) is delivered across the West Midlands by a number of different providers from statutory organisations (police, probation and YOTs), specialist charities, to individual practitioners and organisations.
34. RJ is the face to face meeting f a victim and offender. It is a chance for victims to ask questions and receive an apology. Government research states that RJ provides a 27% reduction in reoffending (compared with those who went through the criminal justice system but weren't offered RJ), and an 85% 'victim satisfaction' rate, compared with 30% from the traditional justice system. Anyone harmed as a result of crime, where the offender has admitted guilt, can request a face to face conference at any time, pre or post sentencing. Participation however, is voluntary and therefore both participants need to be in agreement, and can drop out of the process at any time.
35. The Ministry of Justice (MoJ)'s vision if for good quality, victim focused RJ to be available at all stages of the criminal justice system. In the West Midlands, the OPCS is developing a multi-agency strategy and framework for the delivery of RJ. We are looking at how we can embed RJ across the West Midlands, working with partners.
36. The Commissioner invited applications from projects delivering RJ across the region, and set out below are the successful projects.

Organisation	Priority	Amount requested	Amount approved
		£	£
HYPE – Helping Young People Engage Coventry	Targeted support for young people in Coventry - Early intervention / Preventative approach. Interventions to be delivered over 12 months. Gender specific with staff already trained and in place focussed work on young females between the ages of 11 and 19.	16,400	16,400
Prison Fellowship/Sycamore Tree – HMP Oakwood & HMYOI Brinsford Wolverhampton	Victim awareness programme to raise awareness of Restorative Justice RJ Programme to be delivered in custody to male offenders at 2x establishments Oakwood and Brinsford. 6x sessions	9,900	9,900

	aimed at reducing re-offending after release from custody. Programme is accredited and monitoring in place for evaluation.		
Safer Travel Partnership West Midlands	To support low level crime and anti-social behaviour from perpetrators aged 10-16 on Birmingham's public transport.	25,000	25,000
CRIB Birmingham	A new youth centre set up to provide a facility for the young people of inner city Birmingham. The centre is aimed at YP aged 16-25. A place for support, training and obtaining information. Support to deliver RJ conferences.	26,762	26,762
Dery Foundation Birmingham	Drop in surgeries for victims in the community, face to face meetings between offender/victim – working closely with WMP to ensure safety and managing low risk crime. Working with groups of young people in partnership with schools to raise awareness of RJ.	18,650	18,650
PPP – Passion, Place & Purpose Birmingham/Sandwell	Inspire women to influence change - to deliver 2x workshops and 1 conference with practice workshops and key speakers to raise awareness and offer support to women in order to contribute towards positive change and healthy options and deliver restorative justice conferences working with Victims of Crime.	25,000	25,000
Pan Birmingham RJ Team to be evaluated and potentially rolled out across the West Midlands:	A collaborative model for the delivery of Restorative Justice across Birmingham: Midland Heart, Pioneer Group, Friendship Housing and West Midlands Police	183,754	183,754
Total		£305,466	£305,466

Issues of note:

- The OPCC has funded an initial pilot of WMP and Midland Heart has successfully piloted RJ for 12 months in Birmingham West and Central and North Birmingham LPU's, working in partnership with Midland Heart and the City Council. The main focus is on ASB and low level crime with victims at the heart of the interventions.
- There are dedicated WMP Inspectors and Officers who work on the RJ operational strategic plan
- HMP Birmingham are currently delivering RJ in custody and is an area for development
- West Midlands and Staffordshire Community Rehabilitation Company (CRC) are using RJ as part of their Integrated Offender Management
- The PCC has funded training for staff within WMP and the CRC
- The OPCC has recruited a Policy Officer (Meena Ralhr) to lead on this area of work and she is meeting with and bringing together agencies working on RJ. The OPCC will be holding an event (date tbc) to raise awareness and encourage partnership working across the statutory and voluntary sector. We will be looking to promote a consensus on RJ in terms of definition and service delivery.

CSE quarterly data

37. West Midlands Police previously agreed with a request from the Police and Crime Commissioner to regularly publish information on Child Sexual Exploitation to fully reassure the public that we are doing everything possible to prevent these crimes.

Following that request quarterly data is now published:

<https://foi.west-midlands.police.uk/publication-scheme/what-our-priorities-are-and-how-we-are-doing/>

<http://www.westmidlands-pcc.gov.uk/news/news-2015/police-and-crime-commissioner-comments-on-child-sexual-exploitation-report/>

Zombie knives

38. As part of the PCC's focus on reducing violence a campaign has been led on the banning of so-called 'zombie knives.' This campaign began in July 2015 and following renewed pressure from the PCC and an innovative campaign the Home Office have agreed to meet the PCC and Minister Karen Bradley MP has written that they are 'considering whether to take legislative action against zombie knives.'

Reduce Overall Business Crime

39. Overall monthly Business Crime (any crime where there is a company name) has been stable since March 2014 at a monthly average of 3180. The last three months have been below average, with the last full month, January, well below average, but still within normal limits. The breakdown of individual offence types follows the normal pattern with Theft Shops and Stalls (TSS) contributing 49%; Burglary Other Building contributing 12% and Bilking contributing 11%. Burglary Other Building and Bilking both remain stable.

40. TSS is stable in the current process and has seen a steady reduction since October, returning to below the average in January. LPUs are stable in their current processes, with the exception of Coventry LPU where levels have reduced since October and breached the lower control limit in January.

41. There is no comparable data for combined Business Crime nationally as there are some differences in recording practices.

Reduction in Total Recorded Crime (TRC)

42. In January 2016 there was a step change up in monthly TRC after eight months above average. Q3 (Oct-Dec) saw a significant spike in offending and was the highest quarter since Q1 2012/13. The top five offences in January were Theft from Motor Vehicle (TFMV), TSS, Assault Bodily Harm (ABH), Burglary Dwelling House (BDH) and Criminal Damage Vehicle. All are stable with the exception of TSS (see paragraphs 23-25) and BDH (see section below).
43. All LPUs have stable levels of offending with the exception of Birmingham East and Solihull. Birmingham East contributes 11% of TRC for the Force and levels have increased for five consecutive months (TFMV & ABH were the top offences in Jan). Solihull contributes 7% of TRC for the Force and breached the upper control limit in January 2016 (TFMV, TSS & ABH were the top recorded offences in January 2016).
44. The key factors behind increased levels of TRC are; the continued commitment to ethical recording of crimes, and an increase in reported child abuse and domestic violence in line with national trends. Hate Crime cases continue to increase significantly, including referrals from other agencies.

Continue to have Lowest Crime Rate compared to Similar Forces (MSG)

45. WMP remain the best performing in the MSG group, based on the twelve month rolling data.

Reductions in Burglary, Robbery and Public Place Violence with Injury (PPVWI)

46. Robbery offences are currently stable and are reduced 0.7% year to date (YTD). Robbery is now coming to the end of any expected seasonal increase and should remain low until the autumn. The volume of robbery per resident is still highest in WMP compared to most similar forces (0.4 robberies, against an average of 0.3).
47. PPVWI is 11% higher YTD. The offence saw a step change up in December after eight consecutive months of elevation. Since then, the volume has been below average. Seasonal trends suggest violent offending should now remain low until late spring. It is believed the generally temperate weather seen in autumn and winter this year led to offences being higher than expected in December.
48. After very low levels of Burglary Dwelling House (BDH) in the first half of the year, the volume has seen a significant spike for the last 3 months. Weekly volume now appears to have slowed and offences are only 1% higher than in 2014/15. Almost all LPUs have been significantly affected by this increase at one point or another in this financial/ performance year. Coventry, Birmingham South, Birmingham East and Sandwell contribute half of all offences and have recorded the greatest spikes. There are bespoke plans in place to manage this and oversight is maintained through the tasking process. Based on the last three months, WMP is no longer seeing the lowest BDH per household compared to its MSG, but is second to Merseyside with an average of 2.1%.

Stop and Search

49. WMP are currently working closely with the Office of the PCC in providing schools based Stop and Search inputs, designed to increase awareness of Stop and Search powers and, in turn, improve trust and confidence amongst young people.

50. The inputs will be rolled-out across four Birmingham LPU's in the first instance and, if successful, they will be delivered to the remaining six LPU's. Proceeds of Crime Act funding (£18,750) has been secured to facilitate the sessions, which are due to commence at the end of February 2016 and will be delivered by an accredited national Safeguarding Practitioner. It is anticipated further funding will be applied for should the initial inputs prove successful.
51. Each Local Policing Unit also conduct bi-monthly Stop and Search Scrutiny Panels, whereby current local Stop and Search data is shared with Communities. This includes raising awareness of the new public-facing mapping facility on police.uk, which enables the public to enter their post-code onto the database and view Stop and Search activity since December 2014, in their respective areas.
52. Scrutiny Panels are also complemented by the twice yearly Police and Crime Commissioner's Stop and Search Commission, whereby representatives from each Panel meet with the OPCC and WMP and discuss Stop and Search developments both at a Force and national level. Again, Stop and Search data relative to WMP is shared with delegates.
53. WMP also complies with the national Best Use of Stop and Search Scheme and details of S60 CJA Powers to Stop and Search are published on the OPCC website. Advance notice is given to Communities around such authorities wherever possible.
54. Relevant Stop and Search information and advice is also published on both the OPCC and WMP websites, in order to reach a wide audience. WMP and the OPCC are also about to embark on research in relation to why Stop and Search disproportionality exists in some minority ethnic groups. The work will involve support from academics and is aimed at gaining a better understanding of why disproportionality exists, which, in turn, will allow us to provide a richer narrative to our Communities around an issue which often causes a considerable amount of debate.

Supporting Local Policing and Public Engagement

Supporting Economic Development

West Midlands Police to become a Living Wage Employer

55. The Living Wage Foundation has established a rate which is calculated according to the cost of living. The current UK Living Wage is £8.25 per hour (set in November 2015). The UK Living Wage figures are announced annually in the first week of November, and there is an expectation that Living Wage Employers should implement the new rate as soon as possible, but within 6 months of the announcement. Employers can choose to pay the UK Living Wage on a voluntary basis; those doing so are able to use the Living Wage Employer Mark, seen as 'an ethical badge for responsible pay'.
56. From the 1st April 2016 Spinal Column Points 4 & 5, negotiated under the national Police Staff Council (PSC) terms and conditions, will be below the voluntary UK living Wage rate of £8.25 per hour (SCP 4 = £8.03, SCP 5 = £8.23, SCP = £8.45). However, the force will continue to be compliant with the mandatory National Living Wage announced by the Chancellor in July 2015 and will continue to be compliant into the medium term.
57. A Business Case is currently being developed that considers aspects of police staff pay and conditions linked to the New People Deal and this will incorporate a review of

the police staff pay scales which will address the non-compliance with the voluntary UK Living Wage at SCP 4 and 5.

An Effective Criminal Justice System

58. The local Criminal Justice Partnership focuses upon two distinct themes; (1) bringing offenders to justice, which is led within West Midlands Police (WMP) by Criminal Justice Services (CJS) and (2) the management of offenders, led by the Integrated Offender Management (IOM) team.

Bringing Offenders to Justice

59. There is an effective meeting structure at both strategic and tactical levels involving representatives from the Crown Prosecution Service (CPS), Her Majesty's Courts Service (HMCTS), the National Probation Service (NPS) and the four regional police services, including WMP. Strategic meetings are held quarterly and are attended by the Chief Superintendent (Head of CJS), together with regional heads from each of the respective partners. Tactical meetings are held monthly and are generally chaired by the Deputy Chief Crown Prosecutor with operational leads from across the region, including the Strategic Prosecutions Manager for WMP.
60. Over the last 12 months, the agenda has focussed on the implementation of Transforming Summary Justice (TSJ) and Better Case Management (BCM); two national initiatives aimed at providing more effective and efficient justice for victims and witnesses. TSJ was introduced into the Magistrates Courts in June 2015 and BCM into the Crown Courts in January 2016. Both initiatives have challenged all the agencies to work together more effectively and for the Police and WMP there has been a greater emphasis on the provision of an effective prosecution file that meets standards in relation to timeliness and quality. This has involved fortnightly meetings with senior leaders from CPS, HMCTS and WMP, together with an escalation policy for cases not meeting those standards. All partners are held accountable for their individual performance, which is collated regionally and reported nationally, with WMP ranked 15th for TSJ at Q3 2015/16, the highest of the larger metropolitan police forces.
61. There is also an emphasis on the provision of a digital case file, which, due to previous investment in the Electronic File Build (EFB), has placed WMP in a stronger position than some of its neighbouring forces. However, there is still a need to develop this further in line with the national steer towards a fully Digital Case File meeting the needs of all relevant partners.

Integrated Offender Management (IOM)

62. There are excellent partnership relationships at a strategic level between WMP and the National Probation Service (NPS), Community Rehabilitation Companies (CRC), National Offender Management Service (NOMS), Ministry of Justice (MOJ), HM Prison Service (HMPS), Youth Justice Board (YJB) and Youth Offending Teams (YOTs). There are effective IOM Boards reporting to each of the seven Community Safety Partnership Boards within the force area, and seven YOT Management Boards, with representation from relevant agencies at a senior level. This reflects the excellent co-located, multi-agency work going on across the region to reduce reoffending for both children and adults. In addition, there are regular monthly meetings between WMP heads of IOM and both CRC and NPS.

63. There is also a quarterly meeting of the WM Reducing Reoffending Steering Group (WMRRSG) with senior representation of all key stakeholders, including the OPCC. The WMRRSG held an away day last summer and agreed the development of key sub groups and priorities which are beginning to see dividends in terms of joining up partners to better inform the commissioning of services. The group is also providing a consultative body for developments on devolved justice under Public Sector Reform, and have agreed to take governance of potential Restorative Justice and Female Offender pilot projects in the new financial year. WMRRSG now has an effective work plan, provides strategic direction to the IOM Boards, and is committed to producing an annual report for stakeholder groups.

Effective Partnerships

Troubled Families

64. WMP has now signed and circulated the final Troubled Families Information Sharing agreement, providing the framework to allow Local Authorities to share details of the families they are working with on this programme. Two have been returned with their signatures and the remaining five are expected imminently. Colleagues in Strategic Intelligence will be performing some analysis in this quarter in relation to the impact of the programme on police demand, as well as confirming whether the data we have been sharing monthly with Local authorities has been of benefit. The lessons from which will be shared at a regional level with a view to identifying good practice.

65. Chief Inspector Madill (force lead for Troubled Families) continues to meet with local leads on a monthly basis to ensure Troubled Families continues to be embedded across the force area. She continues to raise the profile of the approach adopted in WMP at a national level through her membership of the NPCC Troubled Families group and presented at the national Troubled Families conference in December. Next steps include developing the ability to map troubled families onto police systems in such a way that Neighbourhood officers can feed live time updates to local TF workers which may impact their interventions and to agree an escalation process with partners where families fail to engage in the TF programme voluntarily and therefore continue to place avoidable demand on services or negatively impact communities.

A Safe and Secure Road Network

Safer Travel

66. Latest performance data headlines show an overall 5% reduction in TRC across all public transport with a 4% reduction on the buses and a 7% reduction in crime on the rail network.

Safer Travel summary - as at 31/01/2016					
Measure	YTD 14/15	YTD 15/16	Percentage Change YTD (Apr-Jan)	Trend	Prev. % Change (Apr - Dec)
Total Public Transport	5181	4909	-5%	Reducing	-4%
Total Bus Crime	2407	2317	-4%	Reducing	-3%
Total Rail Crime	2774	2592	-7%	Reducing	-5%

67. Perception data for rail safety is showing a 6% increase to 73% satisfied for safety at stations in the West Midlands and +6% to 82% satisfied for safety on board in the West Midlands. Bus data will be available in March and Metro data later in the year.

68. The key Safer Travel operations are summarised below:

- **Project Empower** – the education phase is well under way in high schools across Birmingham utilising a forum theatre approach to highlight the unacceptable nature of unwanted sexual attention on the passenger network and the importance of reporting concerns to the police.
- **Operations Villis** - is the Safer Travels team response to the problem of stone throwing at buses causing damage and injury to passengers, focused on overt and covert tactics as well as an education phase.
- **Operation Snow** was successful during the 2015 Christmas Market period, seeing a 16% reduction in offences on public transport in Birmingham City Centre for the last tactical period.
- Safer Travel Police are utilising new *Vemotion* technology to observe live CCTV onboard services to tackle crime and ASB

Speed Camera Pilot

69. As publicly announced late last year, fixed speed enforcement cameras are coming back to Birmingham and Solihull, with an anticipated go-live in the first half of 2016. The Task Group comprising Birmingham City Council, Solihull Council and West Midlands Police have held a mobilisation meeting with Vysionics to discuss contractual procedures and the drawing up of an implementation plan. Prior to a 'go live' there will be a month long campaign to inform the public that at nine sites between Birmingham and Solihull there will be new Average Speed Cameras. Work continues on developing a website where the public can self-report concerns about speeding in their locality

Birmingham locations

- A38 Bristol Road approaching Speedwell Road – into city
- A456 Hagley Road approaching Norfolk Road – out city
- A456 Hagley Road approaching Rotton Park Road – into city
- A4540 New John St West approaching Hospital St – towards A38
- A4540 New John St West towards Hockley Circus – towards Hockley Circus
- A34 Newtown Row near New John St West – out of city
- A45 Coventry Road at exit from Swan Island underpass – into city

Solihull locations

- B425 Lode Lane (between Henley Crescent and Moat Lane)
- B4114 Bradford Road / Chester road (in the vicinity of the junction)
- A3400 Stratford Road, Hockley Heath (subject to consultation)

Further develop roads policing to deny criminals use of the road network

70. Since 1st September 2015 there has been a rise in the volume of operations that The Central Motorway Policing Group (CMPG) have been requested to lead or participate within. Those operations are summarised below:

- **Organised Crime Groups:** CMPG has provided a pro-active response with regards to the supply of drugs and money laundering. Over 60 separate operations have led to the arrest of individuals and the recovery of Class A, B, C controlled drugs to a value in excess of £4million.
- **ANPR:** Numerous individuals arrested for local, force, regional and national crime utilising ANPR in a proactive manner. These individuals were arrested

for a multitude of serious offences such as kidnap, sexual assault, domestic violence, business crime, as well as cross border vehicle crime.

- **Immigration:** The region continues to see an influx of foreign nationals/illegal immigrants being dropped off/stopped across the Force area. Almost 250 illegal immigrants have been arrested/detained during a number of incidents.
- **Child Sexual Exploitation (CSE):** CMPG has taken ownership of the Regional CSE vehicle hotlist and has undertaken numerous tasking requests regarding CSE that has led to valuable intelligence being obtained and the safeguarding of a number of young girls. Additional training has been provided to enhance officers' ability to tackle this issue and support force priorities in the protection and safeguarding of vulnerable people.
- **Car Cruising:** CMPG have now taken the lead in co-ordinating a regional response (Op Hercules) to car cruising. Two operations have already occurred within West Midlands Police Force area, resulting in drivers being prosecuted for a variety of traffic offences and disruption of their illegal activity.

71. A key element to the work undertaken by CMPG is road safety. CMPG undertake daily focused patrols to tackle the 'fatal 4' (namely speeding, drink/drug driving, distraction/mobile phones and seat belts) which are the recognised four main causation factors contributing to deaths or serious injuries following road collisions. Detailed below are results from three national initiatives CMPG have undertaken specifically in relation to road safety:-

- TISPOL Seat Belt Campaign – September 7th to September 13th 2015:
A total of 70 Vehicles stopped resulting in 70 seatbelt enforcements against drivers and passengers not wearing seatbelts.
- NPCC Mobile Phone Campaign – September 24th to September 30th 2015:
A total of 84 drivers were seen using their mobile phones whilst driving and were reported for the offence. Many were handed three points and a £100 fine with others offered the opportunity to attend a driver improvement course.
- NPCC Drink/Drugs Campaign – 1st December to 31st December 2015
854 breath tests conducted, 150 of those were positive, refused or failed to provide = 17.56 %. In addition 84 drug wipes administered, 40 of which were positive = 47.61 %
- Reduce the volume of uninsured drivers within the West Midlands Police area.
Vehicle seizures between September - December 2015 have increased by 63 % compared to the same period in 2014. A total of 4402 vehicles were seized, which equates to a rise of 1638 vehicle seizures.

72. In the final quarter (Q4) of 2015, CMPG Collision investigation Unit have investigated 76 incidents. Statistics show that this is a reduction of 6% when measured against the final quarter of 2014. Seven of these collisions have been non-stop fatal/life changing collisions which place enormous demand on resources due to the need to progress intelligence while securing and preserving evidence and maintaining existing investigations and future resilience.

73. The department is also the first in the UK to have re-submitted 'historical' investigations for re-trial following the death of the casualties, who initially suffered life changing injuries. In both cases we have proven causal links between the collision and death.

Both are currently being reviewed by the Attorney General to consider a charge of manslaughter or causing death by dangerous driving, developing case law.

West Midlands Family Liaison Unit

74. The United Kingdom's first dedicated Family Liaison Unit has been created within CMPG Collision Investigation Unit . During the period of October-December the Family Liaison Unit deployed to 32 families, removing the demand requirement from front line resources and allowing the department to manage community impact following key incidents (signposting support charities to deliver bereavement counselling to affected communities). The department has held an inaugural victim 'focus group' meeting, where bereaved families and CMPG partner agencies were invited to attend to deliver feedback and share their experiences. This meeting was highly productive with valuable organisational learning gained.

West Midlands Road Safety Partnership

75. CMPG are a key partner with the West Midlands Road Safety Partnership. A specific element to CMPG partnership work involves tackling vulnerable road users. CMPG have recently worked in partnership with RoSPA to deliver a Safer Cycling project, funded by the DFT, to Jaguar Land Rover delivery drivers.

Section 5 - Creating a New Era of Policing

76. WMP 2020 update

77. The most recent Relationship Management Forum (RMF) took place on 2 February 2016. The purpose of the RMF is to:

- provide senior level guidance, leadership and strategy for the partnership
- determine business strategy
- ensure WMP2020 operates in such a way that it delivers against the work programme and projects
- ensure the partnership offers value for money and meets the agreed operational and commercial expectations

78. As set out in the [WMP2020 contract](#) with Accenture Ltd, the agenda for RMF is based on four elements:

- progress against the programme plan
- an update on the forecast of the programme of work
- a report on emerging technology and potential improvements
- delivery against WMP/WMPCC expectations

79. The Commissioner requested that the meeting address five core questions:

- Are the performance and costs in line with the contract?
- Are we on target to deliver against the change programme?
- Will the contract deliver the planned budgetary savings?
- What are the issues in relation to external and internal communications?
- Is the WMP2020 programme successfully engaged with wider public sector reform and partnership working?

Performance and costs

80. RMF considered data on skills transfer, performance against “most similar forces”, and performance against individual indicators. It was noted that the “Spine” costs – those associated with the core services provided by Accenture Ltd – are in line with forecast, and costs tracked against Detailed Business Cases are also in line with forecast. The overall trajectory of the project remains within anticipated budgetary affordability envelope.

Change Programme Delivery

81. Four projects are already complete and sixteen projects have been approved since the summer of 2016, meaning that there are now a total of 28 “in flight” projects in the portfolio. A comprehensive portfolio plan is used to monitor programme performance. The “blueprint” or Target Operating Model will be refreshed in 2016. The RMF received a programme update and analysis, including consideration of the risk register. There was an in depth analysis of three project case studies.

Budgetary savings

82. Current projections based on initial evaluation of the Comprehensive Spending Review announcements in November 2015 indicate that the programme remains on track to meet the required savings requirement.

Internal and External Communications

83. The RMF considered issues relating to internal external communications for the programme, highlighting programme and project based activity, the inter-relationship with the wider devolution agenda, and the need to convey to partners broader information about the programme as a whole.

Engagement with wider public sector reform and partnership working

84. It was reported that there is:

- Strong engagement with Home Office and other Forces, particularly around the digital agenda
- Close working with Staffordshire Police and the West Mercia / Warwickshire Alliance through the Regional Organised Crime Unit and Connected Region work
- Ongoing engagement with local authorities and partners around neighbourhood policing, citizen engagement and the Prevent agenda
- Discussion ongoing with West Midlands Fire Service
- Support from West Midlands Police for the Public Service Reform strand of the West Midlands Combined Authority

85. The recent Accenture-led Innovation Forum event was cited as a case study.

86. The Command Team portfolios for WMP2020 have undergone some revisions since the new Chief Constable took up his post, and the engagement and oversight from Strategic Policing and Crime Board will realign to these.

New Ways of Working (NWoW)

87. Re occupation of Lloyd House as WMP headquarters is on schedule and the key aspects of that programme can be summarised as:

- Completion of Lloyd House (LH) refurbishment and hand-over date is scheduled for 30th August 2016. The project is on target for this date.
- Reoccupation of LH is then planned to start mid-September, with the final move being occupation of the new Police Station at the end of February 2017.
- Staff will vacate the three leasehold buildings of Aqua House, Aqueous 2 and Centro House, with the majority relocating to LH, and some occupying the generic office space as part of the new build at Holford Drive Custody Block.
- Vacant Possession to be offered on these leasehold buildings by 24th December 2016.
- Force Contact 101 function is scheduled to relocate from Steelhouse Lane to LH before the end of 2016. However, other teams based in SHL and other freehold buildings will relocate during January and February 2017.
- Freehold property, Steelhouse Lane, will be ready to go on the market during March 2017.

Custody New Build Projects Update

88. Further to the update regarding the Western and Central Custody Blocks as reported to SPCB 2nd February 2016 please find below update on the position to date:

- Western custody block is near completion, dependant on satisfactory running of mechanical & electrical systems, minor alterations to Building Management systems and satisfaction of an outstanding specification clarification regarding smoke detection. Therefore, to maintain the WMP position and to ensure that the systems are stable and suitable for occupation, the systems should run for a further week to prove compliance.
- Central Custody block continues to be reported as due for completion 29th February 2016, however, Willmott Dixon are reporting a necessary contingency of 3 weeks, leading to a potential completion of 21st March 2016.
- As reported at SPCB 2nd February 2016, if the currently reported completion dates are realised (15th February for Western Custody and 29th February for Central Custody) then the level of damages applied will rise to £1,141,548.
- WMP has continued to escalate the issue of poor performance with Willmott Dixon through the Managing Director for the Midlands and the Chief Executive Officer of the Willmott Dixon Group. The Force have also escalated the poor performance issue with the hierarchy within SCAPE, the framework provider that Willmott Dixon operate under, again escalating to Chief executive level.
- A meeting is set for the 26th February 2016 (3 days prior to the reported completion date for Central Custody) with all of the above and also the Group Chairman of Willmott Dixon, Rick Willmott. A verbal update from this meeting will be given at the board as, at writing, this meeting has yet to be attended.
- With Western Custody Oldbury now pending completion, subject to minor issues and confirmation of mechanical and electrical steady state running, concerns are concentrated on the Central Custody Suite at Perry Barr. Despite reassurances from senior management at Willmott Dixon Group, including Group Chairman Rick Willmott, WMP team levels of confidence remain low in Willmott Dixon's ability to realise the 29th February date. It is considered by WMP and the external consultant team that the contingency, as reported, will be required through to the 21st March.

- WMP continue to closely monitor and bring action, where necessary, to ensure any delays by Willmott Dixon are minimised and that necessary alterations to our own programme are instigated and issues communicated to all affected stakeholders.

Section 6. Playing our part in responding to national threats

Deliverable: Counter Terrorism Collaboration Agreement

89. A collaboration agreement for the national counter-terrorism policing network has been presented to the Police and Crime Commissioner. A decision to enter into the collaboration agreement will be reported shortly.

Deliverable: Regional Organised Crime Unit collaboration agreement

90. The regional meeting of Police and Crime Commissioners, Chief Constables and Chief Executives took place on 22 January 2016. The meeting considered the future development of the ROCU in the light of the HM Inspectorate Constabulary [report](#) published in November 2015. Proposals for the future development of the ROCU are under consideration, and the meeting agreed to implement a more structured approach to governance and oversight. A collaboration agreement for the ROCU is nearing completion and will be submitted to Police and Crime Commissioners and Chief Constables shortly.

RECOMENDATIONS

The Board is asked to note the contents of this report.

FINANCIAL IMPLICATIONS

As detailed in paragraph 88

LEGAL IMPLICATIONS

As detailed in paragraph 88

EQUALITIES IMPLICATIONS

None apparent

Deputy Chief Constable Louisa Rolfe