



west midlands
police and crime
commissioner

ANNUAL REPORT 2012-13

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Welcome

to the first Annual Report of the West Midlands Police and Crime Commissioner Bob Jones



Bob Jones

I am pleased to have been elected as the first West Midlands Police and Crime Commissioner. I will try my best to ensure that the voices of all the people are heard, to shape and inform policing, so that West Midland Police continues to be one of the best forces in the world.

This Annual Report covers the first five months of my time as West Midlands Police and Crime Commissioner and the last seven months of West Midlands Police Authority. I hope you find it informative.

I opposed the introduction of Police and Crime Commissioners because the Police Authority, with its mix of councillors and independent members, was more representative of the West Midlands and better able to reflect the views of our diverse and varied cities and boroughs. I note that there is not one Commissioner from an ethnic minority. Spending about £100 million on elections where only 12% of the population voted, to create a new class of politician that the public does not want, and at a time of severe cuts to policing, was a mistake.

I pay tribute to the Authority members who kept working until the end, particularly Diana Holl-Allen, who was not only the last West Midlands Police Authority Chair, but also the last chair of the national Association of Police Authorities. Diana kindly stepped in to manage transition, returning to local and national roles like those she previously filled. I would also pay tribute to the work of Derek Webley, Chair of the Police Authority before Diana, and all the Police Authority members who gave significant support to the police service, both during the period of this report and previous to it.

One Commissioner, or even one Commissioner and a Deputy, cannot meaningfully represent

Front cover, Strategic Policing & Crime Board. I-r: Judy Foster, Cath Hannon, Yvonne Mosquito, Tim Sawdon, Bob Jones, Ernie Hendricks, Mohammed Nazir, Brendan Connor and Faye Abbott

nearly three million people. For this reason I have established a Strategic Policing and Crime Board with Assistant Commissioners who can better link with communities, and non-executive members who bring an element of challenge. However my office budget is over £100,000 lower in 2013-14 compared to 2012-13.

I also took this approach because the Police Authority worked. It oversaw massive reductions in recorded crime and the introduction of neighbourhood policing. I want both to continue. The performance of West Midlands Police in reducing crime has been little short of spectacular. Since the nineties, crime has fallen consistently thanks to investment in preventative policing and the tireless work of our officers and staff. It has fallen faster here in the West Midlands than the national average. The police deserve our praise and support, and one of my principal objectives is to build 'Pride in Our Police'. Officers and staff have continued this excellent performance despite a slew of reforms, initiatives and the challenges arising from criticism linked to high profile incidents, cases and issues. Most recently, they have responded with innovation and determination to severe cuts in funding. The Chief Constable and his command team have successfully delivered continued reductions in recorded crime despite massive organisational pressures and reform. Deputy Police and Crime Commissioner Yvonne Mosquito and I recognise and are hugely grateful for what the officers and staff of West Midlands Police have achieved, and continue to achieve.

The cuts to funding, which have forced a halt to officer recruitment since 2010, have been cruelly unfair to West Midlands Police. They are also a factor in the continued compulsory

retirement of police officers after 30 years' service. The Police Authority and I have been committed to keeping the policing precept (the part of Council Tax that goes towards policing) as low as possible. Our low precept – at just over £100, the second lowest in the country – makes us more dependent on central government funding than other forces, meaning that we suffer more when there is a flat rate cut to the grant we receive from government. Our longstanding care of resources is now being punished. Other forces with higher precepts, who charge their populations more, are better protected. Even more unfairly, the government is doing nothing to get us nearer to what the national police funding formula says we need. Year after year we lose tens of millions of pounds, making it all the more difficult to restart recruitment, while other forces continue to recruit and don't have compulsory retirements. Nothing is being done in the Home Office or the Treasury to rectify this inequality. It simply is not fair, which is why I continue to lobby government for reform and a Fair Deal for Policing. I am genuinely afraid that continued cuts will take us to a "tipping point" where preventative policing is weakened and crime starts to rise.

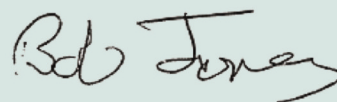
Complaining about the unfairness of government policy isn't enough. I also want to be sure that West Midlands Police is efficient, and making best use of the resources available, with as many officers as possible available for duty on the streets of the West Midlands. West Midlands Police's Technology Task Force is exploring options for working with an Innovation and Integration partner to bring the very latest information technology to bear, so officers don't need to return to the station as often, and can achieve more while on patrol. My first decision on taking office was to end the government-promoted "Business Partnering for Policing Programme", which risked bringing the private sector too far into policing, did not have a clear business case, and was overly reliant on expensive consultants. I have also ended expensive city centre leases and progressed plans for new custody blocks, both of which will reduce our revenue costs and keep the equivalent of 75 officers on the street. Furthermore, I will recruit 50 Police Community Support Officers, 50 Special Constables, and bring police staff into roles that will release a further hundred police officers for street duties.

The West Midlands is not a geographic area that most people recognise. We define ourselves

more by our proud towns, cities and boroughs. Policing, and how we set priorities, must reflect this reality. In the years ahead there will local policing plans set by locally-led local policing and crime boards, themselves an evolution of the existing Community Safety Partnerships. The boards will allow local people to use their knowledge of local needs to set local policing objectives, making for a much more bottom-up, community-led process.

2012-13 showed us much to make us all proud of our police. Recorded crime continues to fall and public confidence in the police remains strong. The Olympics were a massive success and, when a private sector contractor failed to deliver on their promises, it was the police who stepped in with the military and ensured a safe and successful Games. We've seen prosecutions of would-be terrorists, with plots thwarted that could have killed and maimed many. We owe West Midlands Police a debt of gratitude, and thanks also to all the partner agencies, across policing, local and national government and the criminal justice system, who work together to prevent crime, catch criminals, and keep us safe.

The years ahead will no doubt bring further challenges and difficulties. Policing is complex and I will work with partners, on behalf of the public, to ensure that innovation and improvement continue. Furthermore, I will ensure that the police are appropriately held to account, scrutinised and challenged on their decisions. I am confident that West Midlands Police will remain a Force of which we should all be proud.



Bob Jones



Decisions of the Police and Crime Commissioner

Bob Jones, West Midlands Police and Crime Commissioner, is the local governing body for policing in the West Midlands. The Commissioner has executive powers to make decisions that are set out in the Police Reform and Social Responsibility Act 2011, and he is required to publish a record of those decisions.

In this section you can see all the decisions made by the Commissioner between 22 November 2012 and 31 March 2013. Reports and records of decisions can be viewed in full on Commissioner's website: www.westmidlands-pcc.gov.uk/governance/record-of-decisions

22 November 2012: WMPCC 001 2012 Decision on Business Partnering for Policing

A decision about the Business Partnering Programme and the procurement of services in relation to business partnering.

22 November 2012: WMPCC 002 2012 Appointment of Deputy Police and Crime Commissioner

A decision on the proposed appointment of Councillor Yvonne Mosquito to the post of Deputy Police and Crime Commissioner.

22 November 2012: WMPCC 003 2012 Police and Crime Commissioner - Policy approval

A decision to approve a number of the policies which are required for the operation of West Midlands Office for Policing and Crime.

22 November 2012: WMPCC 004 2012 Police and Crime Commissioner Policies - Code of Conduct

A decision on the adoption of a voluntary code of conduct applicable to the Commissioner and Deputy Commissioner.

22 November 2012: WMPCC 004A 2012 Scheme of Consent and Delegation, Financial Regulations and Contract Standing Orders

A decision to approve the scheme of consent and delegation, financial regulations and contract standing orders which form the operating framework for the Commissioner and Chief Constable.

27 November 2012: WMPCC 005 2012 Appointment of Deputy Police and Crime Commissioner

The decision that Councillor Yvonne Mosquito be appointed Deputy Police and Crime Commissioner with immediate effect from the decision date.

14 December 2012: WMPCC 006 2012 New custody facilities

A decision to approve the purchase of land and construction of custody facilities. This decision is subject to a satisfactory outcome of the due diligence and planning permission processes and the costs remaining within the total approved budget of £26.3 million. The accompanying report was not published because of the commercial consideration it contained.

14 December 2012: WMPCC 007 2012 Technology Task Force

A decision to approve the terms of reference for the Technology Task Force and the budget to provide consultancy support to enable the Task Force to report to the Commissioner in January 2013.

9 January 2013: WMPCC 001 2013 Establishment of Strategic Policing and Crime Board

A decision to approve arrangements for the establishment of a Strategic Policing and Crime Board with effect from 1 April 2013 and the process for the selection and appointment of members of the Board.

16 January 2013: WMPCC 002 2013 National Police Air Service

A decision to approve a national police collaboration agreement in relation to the National Police Air Service.

16 January 2013: WMPCC 003 2013 Establishment of and appointments to the Joint Audit Committee

A decision to approve arrangements for the establishment of a Joint Audit Committee with effect from 1 April 2013 and the process for the selection and appointment of members of the Joint Audit Committee.

14 February 2013: WMPCC 004 2013 Community Initiatives Fund

A decision to approve 16 applications from community organisations based in the West Midlands seeking financial support from the Commissioner's Community Initiatives Fund.

14 February 2013: WMPCC 005 2013 Technology Task Force

A decision to accept recommendations from the Technology Task Force. The appendix is the options report of the Technology Task Force.

14 February 2013: WMPCC 006 2013 Impact of Technology Task Force decision 005 2013 on existing contracts and procurements

A decision, following on from WMPCC 005 2013, to abandon a Notice in the Official Journal of the European Union (OJEU number 2012/S 15-024070).

14 February 2013: WMPCC 007 2013 Agreement of work to take forward the Technology Task Force decision 005 2013

A decision to approve procurement of business consultants to undertake a four-week scoping study to deliver a specification that will be used to inform and facilitate the procurement, via an "invitation to tender", of business consultants and legal advisors to support the development of and the subsequent procurement of an Innovation and Integration Partner.

14 February 2013: WMPCC 008 2013 Revenue Budget 2013-14

A decision on the 2013-14 Revenue Budget and Precept and Capital Programme 2013-14 to 2016-17.

14 February 2013: WMPCC 009 2013 Code of Conduct (revised)

A decision to approve a revised code of conduct to include provision for Strategic Policing and Crime Board members.

28 February 2013: WMPCC 010 2013 Procedure for hearing dismissal appeals from police staff

A decision on the procedure for hearing appeals against dismissal from police staff together with membership of the appeals panels. The decision also delegates authority to the Chief Executive of the West Midlands Office for Policing and Crime to appoint the Appeals Panel.

28 February 2013: WMPCC 011 2013 Contract claim

This decision relates to a claim from a contractor following termination of the Business Partnering for Programme (see WMPCC 001 2012 Decision on Business Partnering for Policing). The Police and Crime Commissioner has decided not to meet the claim as there is no contractual obligation to do so. This decision is confidential and not for publication on the basis it relates to a contract matter involving confidential advice to the PCC.

12 March 2013: WMPCC 012 2013 Internal Audit Plan 2013-14

A decision to approve the Joint Internal Audit Plan for the financial year 2013-14.

20 March 2013: WMPCC 013 2013 Treasury Management Strategy 2013-14

A decision to agree the Commissioner's Treasury Management Strategy Statement 2013-14, including updates in debt management activity and investment activity during financial year 2012-13.



Bob Jones (right) accompanies officers and partners on visits to scrap metal dealers

20 March 2013: WMPCC 014 2013 Strategic Policing and Crime Board - Constitution and appointments

A decision to determine the constitution of the Strategic Policing and Crime Board and appointments offered to applicants for positions on the Board.

20 March 2013: WMPCC 015 2013 Central Birmingham estate

A decision approving changes to the police estate in central Birmingham. The decision includes the refurbishment of Lloyd House, disposal of a number of other sites and exits from leased premises. The decision also affects a previous agreement on custody facilities.

28 March 2013: WMPCC 016 2013 Fees and Charges 2013-14

A decision to approve West Midlands Police fees and chargeable rates for 2013-14.

28 March 2013: WMPCC 017 2013 Approval of Community Initiatives Fund grants

A decision to approve Community Initiatives Fund grants.

28 March 2013: WMPCC 018 2013 Police and Crime Plan

A decision to approve the West Midlands Police and Crime Plan.

A closer look at some of the PCC's decisions

Business Partnering for Policing 22 November 2012

Bob's first decision on coming into office was to end the Business Partnering for Policing programme. Speaking after the decision, he

said, "My former colleagues on the Police Authority always made it clear that it would be for the Police and Crime Commissioner to decide how Business Partnering for Policing would be taken forward.

"Chief Constable Chris Sims and I share a vision for the Force which will see technology deliver innovation and new ways of working which we hope will result in radical improvement in the services delivered to those that live and work in the West Midlands. Our intention is to do so even against the backdrop of the financial challenges that we face.

"Making this the first decision attested to the importance I attach to giving clarity to the public and, equally as importantly, to the officers and staff



Bob Jones visits the Wolverhampton Anti-Social Behaviour Unit

of the Force on the future of the programme. My decision was that the Business Partnering for Policing would cease.

“I had already said that I believed that the priority for action should be work on a technology driven solution which enables police officers and staff to deliver the improvement that both the Chief Constable and I want and believe is needed.”

Work to radically modernise use of technology to improve service to public

On 14 February 2013, Bob and Chief Constable Chris Sims outlined how they plan to work with a partner to innovatively and radically modernise the force’s use of technology with the aim of improving the service provided to the public.

This shared vision will be developed against background of significant financial challenge, which is expected to see a requirement for a further £100m of budget savings over a four year period starting in 2013-14.

The Commissioner, in consultation with the Chief Constable, took the decision after commissioning a Technology Task Force to look a range of options for the future.

The Task Force’s remit was to consider every option available while ensuring that core policing services always remain within the police and under the direct control of the Chief Constable.

The views of West Midlands Police staff were sought as part of the analysis of options. The most common observation was that the organisation’s technology and infrastructure are outdated and need to be modernised.

Speaking about the new approach, Bob said: “I am keen to build on the successes that the force has made in recent years with change programmes such as Continuous Improvement, which have reduced costs

while leading to improving performance. These achievements should not be underestimated.

“But to take us to the next stage and to revolutionise our use of technology we need help and I believe bringing in the expertise of a third party to work alongside us is the right move.

“My decision was based on the principle that those who deliver core police services, which encompasses staff and police officers exercising police powers and the staff engaged to support those fulfilling those functions, will remain under the direction and control of the Chief Constable.

“This new, more incremental approach allows for a wider spread of potential providers, including public, third and voluntary sector organisations, which in turn assist in contributing to the economic well-being of the West Midlands. It also makes the best use of the skills and expertise of the existing West Midlands Police workforce.”

Chief Constable Chris Sims said: “Technology sits at the very heart of the radical changes we need to make and I am pleased Bob is giving us the opportunity to explore the possibility of working with an integration partner with the expertise and knowledge to help us fulfil our ambition. There is still much work to do to shape this piece of work but I am confident we are moving in the right direction for the force and for the communities we serve.”

Bob Jones named his Deputy Police and Crime Commissioner

On 26 November 2012, Bob Jones named Yvonne Mosquito as Deputy West Midlands Police and Crime Commissioner. The two





Yvonne Mosquito

campaigning together before the elections, and Bob had said he would appoint Yvonne to the role if elected.

Speaking about the appointment, Bob said, "I was delighted to confirm Yvonne

as my Deputy. She brings a wealth of experience as a councillor, police authority member and community campaigner, and has worked for many years in the voluntary and statutory sectors, including at national level. We share a deep respect for the traditions of British policing. We want to see community priorities reflected in policing, and ensure that the public receives a courteous, fair and effective service, with prompt feedback. Yvonne, being from Birmingham, balances my Black Country background, and we have complementary skills, attributes and characteristics."

Yvonne said, "It was a huge honour to be asked by Bob to fulfil this important role at a time when policing faces significant financial challenges. I am personally committed to ensuring that policing meets the needs of all those that live and work in the West Midlands."

Appointment of Strategic Policing and Crime Board

On 19 March 2013, Bob Jones agreed the membership of the new Strategic Policing and Crime Board. Following an open competition that received over sixty applications, seven people were appointed to Assistant Police and Crime Commissioner and non-executive board member roles.

The three Assistant Police and Crime Commissioners, with the areas they link to, are:

- Faye Abbott (Coventry and Solihull)
- Judy Foster (Dudley and Sandwell)
- Mohammed Nazir (Walsall and Wolverhampton)

The non-executive board members are:

- Brendan Connor
- Ernie Hendricks
- Cath Hannon
- Tim Sawdon

Speaking about the appointments, Bob said, "Individually, each has a strong track record of public service, relevant experience, knowledge, and expertise, which is obvious from their CVs. Collectively, they are a balanced and representative group also. Among them there is a former chair and two vice-chairs of the police authority. Cath Hannon is a former senior police officer, who stood against me in the election, and Brendan Connor also supported another candidate. The three major political parties are represented, and the board members come from across the West Midlands. There is a mix of gender and ethnicity that is more representative of our area. Brendan Connor and Tim Sawdon also bring experience of business and commerce, reflecting the importance of reducing business crime."

Each member of the Strategic Policing and Crime Board is also the lead for a particular theme or area of activity:

- Faye Abbott - Children and Young People
- Brendan Connor - Business
- Judy Foster - Workforce
- Cath Hannon - Victims
- Ernie Hendricks - Technology and New Media
- Mohammed Nazir - Diversity
- Tim Sawdon - Health

Speaking about the lead roles, Bob said, "The Strategic Policing and Crime Board needs to offer practical support and oversight to the Force in its efforts to reduce and detect crime. The Board is critical to maintaining links with local areas, holding the force to account, and delivering the Police and Crime Plan. The plan sets out ambitious milestones for reducing crime and protecting the public of the West

Midlands and we want to see people taking pride in our police. These objectives require co-ordination across many areas of policing activity, engagement with partners, and a sustained commitment to listening and responding to the public. These champion roles are about making this happen. They are about making sure that West Midlands Police is as efficient and effective as possible and exploit the skills and experience of the members of the board."



Assistant PCC Judy Foster (centre) attends the Rape and Sexual Violence Panel

"The new structures will save about £30,000 compared to members' allowances for the previous Police Authority. Overall, the budget for the office will be over £100,000 less than the police authority."

West Midlands Police Review of 2012-13

A short film outlining the key operational policing events of 2012-13 is available on the West Midlands Police YouTube channel <http://www.youtube.com/westmidlandspolice>

The Commissioner's first Police and Crime Plan

The Police and Crime Plan, which includes 200 more officers and Police Community Support Officers (PCSOs) to protect the streets of the West Midlands, was agreed on 31 March 2013. In the plan, Bob Jones set out his policing budget and key objectives.

Speaking about the Plan, Bob said, "In difficult financial circumstances, protecting the services that matter to our communities is key. The unfair implementation of the national funding formula, coupled to

West Midlands Police and Crime Commissioner's Strategic Outcomes Framework

Central to the Plan are proposals to return 100 officers to the streets of the West Midlands through redeployment and recruitment of police staff, recruitment of 50 PCSOs and an invitation for 50 new Special Constables to join the Force. Together these measure will add 200 officers and staff protecting our community.



ongoing cuts in central government grant, has for now blocked plans to restart police recruitment and end the compulsory retirement of officers after 30 years' service. That's why I'm planning to use police staff to take on roles that don't require warranted police powers, releasing police officers to duties protecting our streets. PCSOs and Special Constables are a vital supplement to the local policing our communities want."

Elements of the plan have already been achieved. There has been a review of the estates strategy which included reducing reliance on expensive city centre leases, investing in new custody blocks and call centres, and looking at ways to improve use of technology. All of these can free up resources and increase the productivity of the workforce. Bob has also promised to review the procurement strategy, looking at how police purchasing of goods and services can support local employment.

As part of the Plan, Bob agreed a 3% increase in the policing precept (the part of Council Tax that goes to policing), equivalent to under 6p a week extra for a Band D property. Even with this increase, the West Midlands Police policing precept remains the second lowest in the country.

Seeking a Fair Deal for Policing

West Midlands Police faces continued cuts in central government funding, totalling over £126 million over the four year Comprehensive Spending Review period.



Government cuts have been implemented as a flat rate to all Forces, regardless of their reliance on central government funding. Thus Forces like the West Midlands, which rely much more on central government funding because of their higher levels of demand and activity, have been hit much harder than lower crime areas where the precept makes up a greater proportion of their funding (because money raised from the precept is unaffected by cuts in central government money).

Furthermore, West Midlands Police doesn't receive the full funding allocation that the government's national funding formula says it needs. In 2013-14 the West Midlands will receive £43 million less than the formula says we need as other, lower crime areas see their funding protected by what are known as "floors and ceilings" that prevent the fair reallocation of central government money. Bob's Fair Deal for Policing is an ongoing campaign to highlight and correct this unfair distribution of police funding.

Community Safety Funding

Bob is proposing to passport Community Safety Funding that previously went to local authorities directly back to local areas. He wants to see the development of community

led local policing and crime boards that will set local priorities, allocate funds, and hold local policing and community safety activity to account. These local boards will build on the statutory Community Safety Partnerships that already exist in each local authority area. In all, nearly £7 million will be "passported" back to local areas this year to address local community safety priorities.

Bob Jones at a press conference with West Midlands Police Chief Constable Chris Sims



Consultation and engagement

Engagement

Bob believes that a vital part of his role is to make himself as available as possible so that people's voices can be heard.

Since election, he has given people a wide variety of ways in which to get in touch with him. These include a new website (www.westmidlands-pcc.gov.uk), and the use of social media including:

- Facebook (www.facebook.com/WestMidsPCC)
- Twitter (@WestMidsPCC)
- Flickr (www.flickr.com/photos/westmidlandspcc)
- YouTube (www.youtube.com/westmidspcc)

Bob posts blogs to his website and over 1,500 people receive his email newsletters. Since January 2013, there have been about 17,000 unique visitors to the site, and his office Twitter feed has 2,000 followers.

Bob and Deputy Commissioner Yvonne Mosquito are holding monthly surgeries, where people can meet them face-to-face. There will be Skype surgeries and webchats in future (sign up for the newsletter on the website front page for details).

There have been five summit events between January and the March 2013 (see pages 12-14 for more information).

Bob has met with local community groups, unions and staff associations as well as members of the public. He has established a workforce council to liaise with officers



Bob Jones during his first web chat

and staff. Bob has taken part in media interviews and provided media statements to keep people aware of his activity.

Meetings of the Strategic Policing and Crime Board are open to the public. People can attend to observe and ask the Commissioner questions (with prior notice).

Correspondence

Up to the end of March 2013, the office received 651 pieces of casework, and about 100 calls a week on 0121 626 6060. The public can also contact the Commissioner via his website (www.westmidlands-pcc.gov.uk/contact)

People have contacted the Commissioner to make complaints about West Midlands Police, raise local, regional and national issues, request information or find out Bob's position on issues such as Neighbourhood Watch, recruitment, Council Tax precept, police funding etc. We have sent over 1,000 letters and emails to members of the public, and reply personally to everyone. The office has also received campaigns about police privatisation, road safety, wildlife crime, hate crime and child sexual exploitation.

Consultation

Bob is committed to consultation, and works with the Strategic Policing and Crime Board and the Police and Crime Panel for pre-decision scrutiny. There have already been public consultations on the budget for 2013-14 and future services for victims of crime.

Planned future consultations for 2013 include the safer travel plan and a new procurement strategy.



Police and Crime Commissioner's Summits

Consultation and engagement summits support the development of the Commissioner's Police and Crime Plan.

One of the summits' aims was to reach as many people as possible by developing a process of dialogue between individuals and groups, based upon a genuine exchange of views with the objective of influencing decisions, policies and planning to improve service delivery. The summits give the Commissioner the opportunity to listen to people's opinions, concerns and, in some cases, solutions to the issues facing policing. They will each influence the development of future Police and Crime Plans. Reports from the summits are presented to the Strategic Policing and Crime Board, setting out in more detail what's been learned and what action will follow,

Five Summits took place between January and the end of March 2013, with further events planned for later this year.

Victims Summit 11 January 2013

The Victims Summit had a number of objectives, including the opportunity to:

- speak to victims and their representatives in order to ensure that adequate support services are in place for victims and their families
- talk about the distribution of the victims funding which is being transferred to the Commissioner in October 2014 and consider how the needs of victims will be represented locally. Police and Crime Commissioners will be responsible for ensuring the provision of emotional

and practical support services for victims of crime. These services help victims to cope with

and recover from the impact of crime.

The information gained from the Summit formed the basis of a consultation that ran from March until 31 May 2013, the outcome of which will be reported later in 2013. The key learning from the summit to be carried forward is the need for inclusive and broad commissioning processes that incorporate and reflect the roles large and small organisations can play.

Business Summit 26 January 2013

The Business Summit is an important annual meeting that gives the Commissioner the opportunity to speak to the business sector. The meeting is also an opportunity to consult on the police revenue and capital budget and precept for the coming year. This year's event also sought to establish how business wanted to be consulted on an on-going basis.

Key messages for businesses were

- the rationale for the 3% precept increase
- the release of police officers to front line activities through the establishment of 100 new police staff posts
- prioritisation of capital spending on Invest to Save Schemes and use of reserves to avoid borrowing costs

The business consultation strategy will include a mapping exercise, which will review information already held by the Commissioner's office to identify business networks and umbrella organisations within the seven local authority areas.

The Commissioner's office will work with organisations and businesses to ensure that they are able to raise issues with the Commissioner. This will assist planning for future events and help ensure that the Commissioner engages with a wider range and larger number of businesses. The summit identified the need for broader inclusion and roundtable events are planned for later in the year with agendas set by businesses.



Marcia Shakespeare at the Victims Summit

Partnership Summit 8 February 2013



The Partnership Summit was an opportunity for the seven West Midlands Community Safety Partnerships (CSPs) to come together and hear the Commissioner's offer. This was that the Community Safety Fund 2013-14 would be "passported" to the CSPs on condition that a community led local policing and crime board is established in each local authority area. The Commissioner indicated that he hoped the local boards would have responsibility for consultation and engagement, and development of a local policing and crime plan.

The Commissioner explained his ambition for work on future plans to be a 'bottom-up' rather than a top-down process. The seven local police and crime plans are intended to be used as the building blocks for future variations to the Commissioner's Police and Crime Plan.

The learning from the summit was that this approach was supported by partners. All the CSPs have accepted the funds allocated to them by the Commissioner, agreeing to the condition of establishing local police and crime boards. Each CSP is now in the developmental stages and determining what structures will work in their areas. It is expected that the local boards will input into the review process for the Police and Crime Plan later in 2013.

Youth Summit 26 February 2013

Working with Youth Offending Teams and the Youth Parliament, about 200 young people attended the Commissioner's Youth Summit.

Young people were asked to consider the relative merits of a number of options for future engagement, including Youth Commissioners, a Youth Forum, a Youth Commission, and the use of social media. Feedback varied, but included support for the use of existing structures to avoid duplication and opposition to the idea of a single youth representative for the whole of the West Midlands.

West Midlands Police has already established a Youth Independent Advisory Group and the Commissioner is minded to develop this into a Youth Commission. This would make use of the existing membership with the addition of two youth representatives or "commissioners" from each local authority area. Additional members, perhaps four to six, could be added to ensure representation from communities of interest as well as geography.

The Youth Commissioners will lead on the consultation with young people on the Police and Crime Plan, monitoring of priorities and police responses to young people. Work is underway with the Force and local authorities to explore how existing structures can support these developments.

Trust and Confidence Summit 11 March 2013

Communities in the West Midlands need to have trust and confidence in their police. This makes them feel safer and



Doreen Lawrence at the Trust and Confidence Summit

means the police can be more effective in reducing crime and disorder. Without this the Commissioner's vision of 'Pride in Our Police' cannot be achieved. Levels of reported crime are at a historic low but the public need to see that they are being served by an efficient and fair police force in order to feel safe in their neighbourhoods.

The aims of this Summit were to:

- hear people's views on trust and confidence from a range of different perspectives
- explore solutions for the future of the diverse communities which make up the West Midlands

Hate crime, perceived discriminatory treatment, police understanding of diversity, and the way police react to complaints were some of the factors highlighted during the event. All were considered as having the potential to impact both adversely and positively on trust and confidence. While the police have strategies in place to deal with all of these, many of those present thought that there was not enough communication with local communities. More community involvement in decision making and more transparency around the work of the police were suggested for the future.

A number of themes emerged during the course of the day including:

- the benefits from having a workforce that is representative of the West Midlands
- the importance of effective engagement with local communities
- the importance of the police being seen to value their engagement with communities and that they are trained and aware of its significance
- the importance of the police demonstrating their accountability to local people

The key learning to take forward was to develop bespoke engagement mechanisms that build on existing networks and groups.

For example, there will be a women's group established.

Plans for Summits in 2013-14

A number of other themes were highlighted, both at the above events, but also in the frequent one-to-one meeting that the Commissioner has had with organisations, groups, individuals and partners. The Commissioner's office, working with partners and stakeholders, is developing the following in response to these engagements and issues raised in summits to date:

- Mental Health and Learning Disability Summit 21 June 2013
- Stop and Search Summit 20 September 2013
- Women's Group first meeting September 2013
- Event for criminal justice partners Autumn 2013
- Partner event to consider safeguarding issues Autumn 2013
- Event to engage with Neighbourhood Watch Autumn 2013

The Commissioner will use the information gained from the summits to develop and implement structures for on-going consultation. They will also form the basis of the Commissioner's Community Consultation and Communications Strategy. Further consultations on a Safer Travel Plan and a new procurement strategy that will support local economic growth and employment are planned.

Delegates at the Trust & Confidence Summit



Youth-Summit attendees



Working in Partnership

Community safety cannot be the responsibility of a single organisation. The police have to work closely with a range of partner organisations, from national bodies like the Serious Organised Crime Agency to neighbourhood watch schemes run by committed volunteers.

Local authorities are key partners as many police and local authority responsibilities overlap. In the West Midlands there are seven local authorities, each independent and reflective of their area's unique characteristics. Bob meets regularly with local authority leaders both individually and collectively. Although Police and Crime Commissioners are no longer "responsible authorities" legally bound into community safety partnerships, Bob sees it as vital that his office is linked in with these networks. The Deputy Police and Crime Commissioner and the three Assistant Commissioners attend meetings of the seven community safety partnerships, helping to ensure that there is seamless joint working between the police and other agencies, as well as ensuring that there is oversight of the "passported" community safety funding.

This engagement supports bilateral contact with other "responsible authorities" such as West Midlands Fire Service, the Staffordshire and West Midlands Probation Trust and NHS colleagues.

The PCC's office also engages with the local

crime and disorder overview and scrutiny committees, making sure local elected community representatives are brought into policing and the work of the PCC.

Bob also meets regularly with representatives from a range of partner organisations in the wider criminal justice system, such as the Crown Prosecution Service, the Prison Service and the Courts Service.

Partnership working across the policing landscape is again facilitated by existing networks and organisations (such as the Association of Police and Crime Commissioners, of which Bob is an active member) and bilateral meetings that reflect West Midlands' place as the second largest force in England and Wales outside London. There are also regular meetings between the four Police and Crime Commissioners and Chief Constables for the West Midlands region.



Bob Jones with Chief Constable Chris Sims



Bob Jones and Yvonne Mosquito with a selection of British manufactured police vehicles, new and old

Performance indicators and targets 2012-2013

Crime Reduction

In 2012-13, West Midlands Police worked towards 13 milestones agreed by the Police Authority in the Strategic Policing Plan. The milestones covered crime reduction, detection and resolution, victim satisfaction and community confidence. By the end of March 2013, six milestones were exceeded and seven missed, although most showed some improvement and only one was significantly below the milestone.

Recorded crime is at its lowest level since modern crime recording began. Robberies, house burglaries and business crimes all reduced significantly right across the Force area.

At the end of 2012-13, Total Recorded Crime had fallen 11.7% against a -5% milestone. This equates to over 22,800 fewer victims – nearly 45,000 over the last 2 years. All areas also exceeded their milestone reductions – ranging from -8% in Dudley up to -13.9% in Solihull.

All reduction milestones were met, except for Most Serious Violence (MSV) which was

just missed by only 26 offences. Robbery saw the most significant reduction at nearly 25%, equating to 1,800 fewer victims.

All Local Policing Units achieved their milestones for Robbery, and all achieved the Burglary Dwelling milestone with the exception of Coventry, which just missed achieving its 10% reduction milestone.

The Most Serious Violence milestone was just missed (7% reduction compared to milestone of 8%) after a year of stable crime levels. In 2013/14, Most Serious Violence will be considered in the wider context of the Violence With Injury milestone (with an 8% reduction also set).

The Business Crime milestone was achieved with a Force reduction of 16.8% (almost 7,000 fewer victims). Every Local Policing Unit achieved its milestone.

There have also been some significant reductions in other offence types; including theft other (-27%), Fraud (-24%) and Attempted Murder/Manslaughter, reduced by nearly 50%.

Protect our communities	2011-12	2012-13	Difference	Milestone	Performance	Variance from milestone
Reduce total recorded crime	193,542	170,721	-22,821	-5%	-11.7%	13,143
Reduce most serious violence	2,684	2,495	-189	-8%	-7%	26
Reduce burglary dwelling	15,894	13,571	-2,323	-8%	-14.6%	1,051
Reduce robbery	7,264	5,461	-1,803	-8%	-24.8%	1,221
Reduce business crime	41,245	34,308	-6,937	-8%	-16.8%	3,637

Solving and resolving crime

In 2012-13, the Force achieved two out of four of the “solve and resolve” milestones. These relate to the percentage of crimes detected or dealt with via a local resolution.

The Force has continued to emphasise

resolving crime outside of traditional sanction detections (where appropriate) by using restorative justice mechanisms. West Midlands Police in total “solved or resolved” 28.8% of all crime recorded. Just over a fifth of instances where crimes were “solved or resolved” were dealt with via a non-criminal community resolution.

Solve and Resolve milestones for Burglary Dwelling and Robbery were met after both saw significantly reduced offending. In March 2013, the highest ever rate of Burglary Dwelling (25%) was detected, which was significantly higher than any other month in 2012-13.

Milestones for Most Serious Violence and Serious Sexual Offences were not achieved. Nearly all Most Serious Violence offences are allocated to Force CID. As is usually the case, the lower volume serious offences (Murder, manslaughter, etc) had a high detection rate, while the higher volume offences tend to be lower.

Solving and Resolving Crime	Recorded	Detected	Milestone	Performance	Variance from milestone
Solve and resolve most serious violence	2,495	1,152	50%	46.1%	96
Solve and resolve burglary dwelling	13,571	2,045	15%	15.0%	9
Solve and resolve robbery	5,461	1,347	21%	24.6%	200
Solve and resolve serious sexual offences	2,130	671	37%	31.5%	118

Confidence and Satisfaction

Of the four milestones set for public confidence and victim satisfaction, none were achieved in 2012-13.

Satisfaction amongst victims of crime and anti-social behaviour is measured by surveys of victims. Satisfaction peaked earlier in the year and has since reduced but seems to be stabilising. However, year end performance for each is around 1.5% higher than in 2011-12.

Confidence in the police generally and in their ability to 'do a good job' is measured by surveys of the general population that take place throughout the year in "waves". These measures have fallen for the previous two consecutive waves (Wave 31 and Wave 32). Early indications show that

in Wave 33, public confidence in the police has increased by around 3 percentage points when compared with Wave 32.

Public confidence in the police has deteriorated nationally and West Midlands Police does not compare favourably with similar forces in the Crime Survey for England and Wales at the last release of data (September 2012).

WMP is in line with the similar forces average for Satisfaction with Service. At the end of December 2012, 87.1% of WMP customers were satisfied, the same as the Most Similar Group average (87.1%). WMP has higher satisfaction rates than three other Forces. This is an improvement compared to last year as in December 2011 WMP was below the similar force average of 86.6% with 85.8% satisfaction.

Confidence and satisfaction	Milestone	Performance	Percentage point variance
Public have confidence in police	85%	83.5%	1.5
Public perceive that police do a good job	85%	73.8%	8.2
Customer satisfaction with service — crime	88%	86.9%	1.1
Customer satisfaction with service — anti-social behaviour	80%	79.1%	0.9

West Midlands Police Authority

The Authority was abolished on 22 November 2012 after sixteen years as the governing body for West Midlands Police. Comprising seventeen members (nine councillors from across the West Midlands and eight independent members selected after open recruitment), it had responsibilities broadly similar to the Police and Crime Commissioner who succeeded it. The Authority had lead responsibility for managing a smooth local transition to the new model, and held its last meeting on 19 November 2012, just after the election.

The Authority maintained a full work programme from April to November, and this section gives a flavour of this work.

Overview

Many of the issues the Police Authority dealt with apply equally to the Police and Crime Commissioner.

Financial challenges

The consequences of the £126 million reduction in funding arising from the Comprehensive Spending Review (CSR) were central to the Authority's work. Like the Commissioner, the Authority was frustrated by the unfair implementation of the national funding formula, which disadvantages the Force by tens of millions of pounds.

The Authority decided to implement Police Pensions Regulation A19 in December 2010 on the grounds of efficiency, which required officers with thirty years' pensionable service to retire. In June 2012, the Police Authority reviewed the application of Regulation A19 and resolved that the Regulation should continue to apply, subject to a review being carried out as part of the consultation on the budget setting process for 2013-14.

Later, in September 2012, the Authority considered the implementation of Priority Based Budgeting (PBB), which remains one of the main ways the Force is reducing its costs in line with the CSR requirements. The report gave an overview of the skills transfer associated with this project and an update on the work to "mainstream" PBB.

The Authority approved the cost reduction measures identified in Phase 3 of the project as part of the medium term planning process.

The Authority also approved its last annual internal audit report in June, which found that the Authority would be handing over to the Commissioner robust internal financial controls, satisfactory procedures for protecting assets and preventing loss, effective corporate governance, and an effective and productive internal audit function.

Service transformation

The combination of declining budgets, new technology, and increasing public expectations for flexibility in how public services are provided also featured in the Police Authority's work.

In the months before abolition, the Authority developed the Business Partnering for Police (BPP) programme, which envisaged a collaborative venture with a consortium of private sector providers to radically overhaul policing services. The programme, developed with the Home Office and Surrey Police, reached the point of identifying potential bidding consortia.

In July, the Authority approved the business case for BPP, but learned that Surrey Police Authority had withdrawn from the programme. This, coupled to the recognition that a decision to proceed should rest with the incoming Police and Crime Commissioner, led members to decide that there would be no further "gateway" decisions progressing the programme before the November election.

Given more immediate concerns, the Authority also considered the future of "Contact" - how West Midlands Police is accessible to the public, via telephone calls,

for example. In June the Authority considered a report with options for how the various contact functions could be consolidated into fewer locations, with the aim of providing dedicated, efficient centres, staffed by appropriately supported and trained staff, delivering a very high quality service to the public at a lower cost. The Authority approved a recommendation to consolidate non-emergency call handling on two sites in Birmingham and West Bromwich.

Change was not all internally generated. Part two of the Winsor Report on terms and conditions for police officers and staff was considered by the Authority's Personnel Committee in October. The report's recommendations, which include changes to entry requirements, possible direct entry at senior ranks, severance for officers, compulsory fitness assessments and changes to pay scales, will in combination have a considerable impact on policing and have generated some controversy. Issues arising from the recommendations have featured in the Commissioner's work since the election.

Collaboration

Although not a large part of the savings plan, developing bilateral collaboration with Staffordshire Police was an important objective for the Authority, both because of the cost savings that could be achieved, but also because of the resilience and interoperability gains. In May 2012, the Joint Staffordshire and West Midlands Collaboration Board approved the



Police Authority Chair Bishop Derek Webley pictured at the dedication of the memorial to commemorate Specials who have died in the service of their country

implementation of collaborative programmes for Uniformed Operations (firearms, dogs, collision investigation etc) and Justice Services (ticketing services, case preparation, court liaison etc). Both programmes offered financial savings and improved service. It is notable that the Staffordshire Police and Crime Commissioner has withdrawn from elements of the Uniformed Operations collaboration since coming into office.

The Authority also agreed to enter into a collaboration agreement in relation to the National Police Air Service (NPAS), meaning that the Force helicopter would become part of a national organisation, rather than being retained by West Midlands Police. The West Midlands Police machine should transfer with the rest of the central region in October 2013.

Trust and Confidence

The Police Authority, like the Commissioner, recognised that building trust and confidence in policing with the communities of the West Midlands is a key priority. Improved trust and confidence was a key strategic and long term objective in

the last Strategic Policing Plan the Authority approved in 2012.

This joint Authority / Force strategy emphasised fairness, effectiveness, community engagement and the role values and behaviours can have. It was approved at the Authority's June meeting.

Protective Services

In its last meetings, the Protective Services committee continued to give close oversight to the high risk areas of policing business (such as the response to terrorism and organised crime) that are not part of the public's day-to-day experience of policing. The committee also continued to publish data and scrutinise the Force's use of stop and search powers.

Local Policing and Justice Services

The broad local policing and justice portfolio continued its focus on anti-social behaviour and vulnerability. The committee pushed for the introduction of vulnerability "markers" on police records, and a more structured and joined-up response to "repeat callers" and repeat victims of crime and anti-social behaviour.

Police Authority archive

Online reports from West Midlands Police Authority are available in the "Transparency" section of the Commissioner's website.



Bob is committed to sustainable and safer public transport

Members of West Midlands Police Authority between June and November 2012

- Derek Webley (Chair)
- Judy Foster (Vice Chair)
- Diana Holl-Allen (Vice Chair)
- Prof Ron Amann
- Cllr Sucha Bains
- Cllr David Caunt
- Brendan Connor JP
- Cllr Keith Davies
- Cllr Ernie Hendricks
- Phil Holmes JP
- Roger Hughes
- Cllr Bob Jones
- Julia Lyle JP
- Jean McEntire
- Cllr Yvonne Mosquito
- Zahid Nawaz
- Cllr Mohammad Nazir



Pictured from left at the Police Authority's farewell event: Sir Paul Scott-Lee, Bob Jones, Mohammad Nazir, Vice Chair Diana Holl-Allen, Chair Derek Webley, Andrew Sparke, Chief Executive Jacky Courtney and Chief Constable Chris Sims

Summary of the report Issues and Challenges: The Viewpoint of West Midlands Police Authority

Before its abolition, West Midlands Police Authority agreed a report setting out the issues facing the incoming Police and Crime Commissioner. It includes the following chapters, based in part on the Authority's committee structure:

- Local Policing and Justice
- Protective Services
- Collaboration
- Finance and Resources
- Personnel
- Professional Standards and Quality
- Performance
- Strategic Planning

The report contrasts the public facing aspects of local policing – which unsurprisingly is the area of policing business of greatest public interest – with protective services, which are less visible but are perhaps responsible for the larger portion of the risk to public safety. The issues facing both are described. There is a description of the role collaboration can play in the future of policing, noting that it had not been a significant contributor to cost reduction. The report contrasts this with other programmes such as Priority Based Budgeting and Continuous Improvement, which had been the main drivers for savings. The report sets out the significant financial challenge facing the Commissioner, particularly if reductions in funding continue and nothing is done to rectify the unfair “damping mechanism” applied to the police funding formula.

As a consequence of the reductions in funding, the personnel section unsurprisingly focuses on the impact on staff – given that the wage bill makes up 85% of the total budget. The report highlights the dangers to organisational health resulting from the increasingly extended period without new recruitment, and considers the issues arising from the forthcoming “Stage 2” transfer process in which some police staff will transfer from the employment of the Police and Crime Commissioner to that of the Chief

Constable. It notes that these decisions will be made in the context of changes to national pay and conditions. The section on professional standards and quality highlights how important this area of business is to public confidence, and analyses the Commissioner's role in a changing statutory landscape. There is also an analysis of the performance of West Midlands Police, discussing areas of particular interest, such as detection rates, cybercrime, public confidence, and a human rights based approach to crime prevention and detection. Finally, the report considers the appropriate structures and processes for the future development of police and crime plans. The report is available for download on the Commissioner's website:

<http://www.westmidlands-pcc.gov.uk/media/212772/>

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Bob Jones at the unveiling of the
West Midlands Police Roll of Honour

Financial Information 2012-

In 2012-13, net revenue spending was £523 million, with a further £8 million spending on capital projects. Given changes introduced by organisational reform programmes such as Priority Based Budgeting and Continuous Improvement, and in line with the reductions in funding arising from the Comprehensive Spending Review, many areas of spend have been significantly reduced in the year, reflecting a reducing workforce.

The key areas of spending were:

People

Policing is delivered by the 11,700 people who work for the Force as police officers, police staff and Police Community Support Officers. The total staffing costs for the year were £518 million, including the costs of the police staff redundancy scheme.

Buildings

We spent £21 million on utilities, rates and maintenance of our buildings. There was no significant capital expenditure on buildings, other than works to complete the Motorway Control Centre and Bilston Sector Station.

Vehicles

We spent £10 million on fuelling, maintaining and insuring our fleet of 1,700 cars, motor cycles, support vehicles and the force helicopter. In addition we spent £3 million buying new and replacing old vehicles.

Supplies and Services

IT and communication systems are essential to policing and are a significant area of our spending. We spent £14 million on maintaining IT and communications systems, licences and telephones. In

Bob Jones at the Youth Summit



addition we made capital expenditure of £3 million on implementing new and upgrading older IT systems and infrastructure.

Other significant areas of spend within supplies and services include £4 million on uniforms and equipment, £4 million on medical advice and £1 million on interpreters.

National Policing Improvement Agency

We spent £2 million on forensic science costs and our contribution to the Police National Computer was £2 million.

Income

We received £81 million of income from additional grants, providing services, and other recharges. This was on top of our core government grant support of £546 million.

Did you know?

During 2012-13 West Midlands Police continued to seize assets from criminals and as a result received over £2m back from the government.

Further information

Detailed financial information, including listings of expenditure over £500 by the Commissioner and the Chief Constable, is published on the Commissioner's website in the "Transparency" section.



Financial Summary

	Revised budget 2012-13 £'000	Actual spend 2012-13 £'000	Variance 2012-13 £'000
Police pay	393,434	396,131	2,697
Police community support officers	18,355	18,220	-135
Support staff pay	98,406	99,946	1,540
Redundancy costs	0	1,798	1,798
Other employee expenses	1,981	1,968	-13
Sub total	512,176	518,063	5,887
Premises	22,039	20,685	-1,354
Transport	9,784	9,972	188
Supplies and services	47,072	43,974	-3,098
Agency	4,023	4,154	131
Capital financing costs	5,879	5,351	-528
External income	-73,599	-81,389	-7,790
Office for Policing and Crime	1,991	1,692	-299
Net cost General Fund Services	529,365	522,052	-6,863
Appropriations			
Contribution to the Budget Reserve	17,105	23,968	6,863
Net Budget Requirement	546,470	546,470	0

This report is available in large print, other languages and alternative formats on request

Sign up to receive email newsletters at the website
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