

**MINUTES OF THE MEETING OF THE WEST MIDLANDS POLICE AND CRIME
PANEL HELD ON 28 JULY 2025 AT 14:00 HOURS –, COUNCIL CHAMBER,
DUDLEY METROPOLITAN BOROUGH COUNCIL,**

PRESENT: -

Members

Cllr Suky Samra, LLB (Walsall Metropolitan Borough Council – Chair)

Cllr Jackie Taylor (Sandwell Metropolitan Borough Council – Vice Chair)

Cllr Jilly Bermingham (Birmingham City Council)

Cllr Rashad Mahmood (Birmingham City Council)

Cllr Abdul S Khan (Coventry City Council)

Cllr Stuart Henley (Substitute Member for Dudley Metropolitan Borough Council)

Cllr Sardul Marwa MBE, JP (Solihull Metropolitan Borough Council)

Cllr Richard Holt (Solihull Metropolitan Borough Council)

Cllr Ram K. Mehmi, MBE (Walsall Metropolitan Borough Council)

Adelle Brown (Independent Panel Member)

ALSO PRESENT: -

Simon Foster – Police and Crime Commissioner

Natalie Queiroz, MBE – Victims' Advocate, Office for Police and Crime
Commissioner

Simon Down – Head of Policy, Office for Police and Crime Commissioner

Ellie Parsonage – Policy Officer – Office for Police and Crime Commissioner

Chief Superintendent Richard North – West Midlands Police

Chief Inspector Sara Beech – West Midlands Police

Tom Senior – Lead Officer (Dudley Metropolitan Borough Council)

Sarah Fradgley – Overview & Scrutiny Manager (Birmingham City Council)

Sam Yarnall – Interim Scrutiny Officer (Birmingham City Council)

889 NOTICE OF RECORDING

The Lead Panel Officer announced the meeting would be webcast for live or subsequent broadcast and members of the press/public may record the

meeting. The whole of the meeting would be filmed except where there were confidential or exempt items.

890 APOLOGIES

There were apologies tendered on behalf of Cllrs Alex Dale, with Cllr Stuart Henley acting as substitute, and Izzy Knowles. There were apologies from Independent Panel Members Ravinderjit Briaah and Amy Mullins-Downes.

891 ELECTION OF CHAIR OF THE POLICE AND CRIME PANEL 2025/26

The Lead Panel Officer asked for nominations for the Chair of the Police and Crime Panel for the 2025/26 Municipal Year. Cllr Suky Samra, LLB of Walsall Metropolitan Borough Council was nominated. There were no further nominations, and it was voted unanimously that Cllr Suky Samra, LLB would be Chair for the Municipal Year. Following the vote, Cllr Suky Samra, LLB Chaired the remainder of the meeting.

RESOLVED – That Suky Samra, LLB be elected as Chair of the Police and Crime Panel for the period ending with the West Midlands Police and Crime Panel AGM in 2026.

892 ELECTION OF VICE CHAIR OF THE POLICE AND CRIME PANEL 2025/26

The Chair asked for nominations for the Vice Chair of the Police and Crime Panel for the 2025/26 Municipal Year. Cllr Jackie Taylor of Sandwell Metropolitan Borough Council was nominated. There were no further nominations, and it was voted unanimously that Cllr Jackie Taylor would be Vice Chair for the Municipal Year and would deputise in the event that the Chair was unable to attend the meeting.

RESOLVED - That Cllr Jackie Taylor be elected as Vice Chair of the Police and Crime Panel for the period ending with the West Midlands Police and Crime Panel AGM in 2026.

893 DECLARATIONS OF INTEREST

The Chair reminded Members to declare any pecuniary or non-pecuniary interests on any items of business at the meeting. There were no interests tendered at the meeting.

894 POLICE AND CRIME PANEL MEMBERSHIP 2025/26

RESOLVED – that the Membership of the West Midlands Police and Crime Panel for the 2025/26 Municipal Year, be noted.

895 ACTION TRACKER

The Overview and Scrutiny Manager presented the Action Tracker and provide an update on the outstanding actions. She noted that there had been

progress with the financial support that Members received regarding the Policing Precept. Members had no comments on the action tracker and noted the completed actions which included the finance support and an update on Neighbourhood Policing.

RESOLVED – that the actions, which included an update on the Finance Support and Neighbourhood Policing, be noted.

896 PUBLIC QUESTION TIME

There were no questions submitted to the Panel that met the criteria that could be asked at the meeting; there were no further questions or comments at the meeting.

897 PANEL ARRANGEMENTS AND RULES OF PROCEDURE

The Overview and Scrutiny Manager provided an update to the Panel on the arrangements of the Panel as well as its rules of procedure. This was an annual report that detailed the procedures and remit of the Panel. Members did not ask any follow-up questions.

RESOLVED – that:

1. The West Midlands Police and Crime Panel Arrangements for 2025/2026, be endorsed by the Panel; and
2. The West Midlands Police and Crime Panel Rules of Procedures for 2025/2026, be endorsed by the Panel.

898 WEST MIDLANDS POLICE AND CRIME PANEL EXPENDITURE 2024-25 AND BUDGET 2025-26

The Overview and Scrutiny Manager provided the update on the Panel's expenditure for 2024-25 as well as their budget for 2025-26. This was an annual report that broke down the allocated grant for the year from the Home Office as well as the breakdown of the previous year's expenditure. The expenditure for the previous year totalled to £66,952.44. Members had no further questions.

RESOLVED – that the expenditure for 2024-25 and forecast expenditure for 2025-26 associated with the administration of the Panel, be noted.

898 POLICE AND CRIME COMMISSIONER INTRODUCTION AND PERFORMANCE UPDATE

The Police and Crime Commissioner introduced himself to the newly confirmed Panel, outlining his priorities following re-election in May 2024. He shared highlights from his 45-year career in criminal justice and emphasised the new Police and Crime Plan's focus on creating a safer West Midlands.

This introduction linked the Panel's scrutiny role with the Commissioner's responsibilities, as set out in the Police Reform and Social Responsibility Act.

A performance update was presented by the Commissioner and the OPCC Head of Policy, covering key initiatives such as lobbying to retain fixed penalty notices for reinvestment into road safety, updates on Operation Fearless in Erdington, and Operation SNAP, which included over 25,000 registered domestic CCTV and doorbell cameras. The Commissioner further highlighted his efforts to support the Victims' Code and enhance public safety.

An additional £12.2 million investment in Neighbourhood Policing was announced, pending confirmation after the Government Spending Review in September 2025. The Commissioner also highlighted the Community Fund and his involvement in judging the West Midlands Outstanding Citizen Awards.

The Head of Policy provided strategic performance insights using RAG ratings to monitor progress against the Police and Crime Plan. He advised that 9 areas were currently rated 'RED' and required senior leadership intervention. Crime data showed an 18.6% rise in sexual offences (a national trend), improved prosecution outcomes, and an 18% drop in road safety offences (Jan–July 2025 vs. previous year). Work was ongoing to refine Key Performance Indicators.

Finally, Members were informed of efforts to build public trust, with West Midlands Police recognised nationally for rapid response times—averaging under 3 seconds for 999 calls and 3 minutes for 101 calls. Continued work was underway to promote fairness and confidence in policing across the region and a Trust and Confidence Survey was being developed.

Following the updates from the Commissioner and his Officers, Members had the opportunity to ask him questions based on what was presented:

- Members asked for further information on Neighbourhood Policing and the deployment of the officers. The Commissioner explained that the Government announced provisional funding settlement of £100 million was to increase neighbourhood policing across the UK. For West Midlands, this was explained as an increase in both PCSOs and Police Officers.
- The Chair asked a follow-up on when the recruiting and the new Police Officers would be seen on the ground by residents. The Commissioner and Chief Superintendent North explained that there were practical factors to be considered including training. This was said to take time but highlighted that mid-September was when progress was expected to be seen with the introduction of the Neighbourhood teams.
- The Chair asked about the force's confidence in its ability to attract recruits and retention of staff and whether in comparison how the West Midlands

Police Force fared. The Chief Superintendent explained that there was a good record of recruiting Officers to West Midlands Police. The Commissioner further added that in comparison to other policing areas, West Midlands Police was at the same levels of retention when it came to new recruits.

- Members raised concerns about Neighbourhood Policing, road safety, and public trust, questioning whether the recruitment of 20 new PCSOs was sufficient. The Commissioner acknowledged it was a limited start due to central government funding. A 5% drop in crime reporting was also discussed with the Commissioner agreeing to provide further data on recording practices. On road safety, he highlighted ongoing investment and the potential benefits of retaining fixed penalty revenues to fund deterrents like speed awareness courses, mobile speed vans, and CCTV. He reiterated West Midlands Police's leading response times for 999 and 101 calls as a sign of improving public confidence. The Head of Policy added that £6.7 million had been invested in victims' access rights across the force.
- Members commented on the Offending to Recovery Initiative from the Commissioner's Office and asked about the budget and its impact on crime like shoplifting as well as the numbers of people that sought support. The Commissioner highlighted that it was an effective project that started in Birmingham and that with additional funding there would be initiatives across the West Midlands. He also explained that this was a good method of tackling the causes of crime. The Head of Policy agreed to provide further information that was requested.
- Members asked a follow-up on the budget of these schemes. The Commissioner responded that funding was linked in with the health service as a joint approach. There was also discussion of funding from retailers to support the scheme. The Commissioner mentioned receiving funding from the Co-operative and had hosted a round table event at Lloyd House with retailers to seek wider engagement with the scheme.
- Members enquired about how the Commissioner and his team were working to address the perception of receiving treatment. The Commissioner replied that there was work to address the perception of seeking and receiving treatment. The Office was operating with outreach teams to support this. The partnership work was said to be important as it tackled perception and provided support for those that needed.
- Members also acknowledged that the rehabilitation support and the weapon surrender stations had tackled several types of crimes. The Commissioner further added that it addressed serious crimes that spread across county lines.
- Members highlighted that the report presented to them had a lot of figures but little information to explain the data. The Chair presented some figures

from the report including, 2500 reported additional usage of dash cam footage that led to a 4% prosecution rate of road safety offences.

- Members asked about road safety and the levels of feedback on reporting and its impact on trust and confidence in the police. The Commissioner highlighted that one fatality in response to road traffic/safety offences was one too many. It was highlighted that this was a topic of interest for the PCC's Accountability and Governance Board and that there had been a 18% reduction of people killed on the roads. The Commissioner was happy to provide further information to the Panel. There was a discussion on OPS SNAP and how it has supported with reporting road traffic offences and Community Speed Watch had been integral to this.
- Members commented on the speed cameras for the neighbourhood teams and their deployment. The Commissioner explained that this was based on enforcement activity and where they are needed to tackle offending.
- Members commented on the lobby from the Commissioner to retain the fixed penalty notices and asked on how they could support it as elected members. The Commissioner said that they would be able to share this information.

Following Member questions, the Panel agreed the recommendations as detailed in the report.

RESOLVED – that:

- I. The recent activity by the Police and Crime Commissioner, be noted; and
- II. The update from the Police and Crime Commissioner on how he holds the West Midlands Police Force to account for the delivery of the Police and Crime Plan objectives, be noted.
- III. The Panel agreed to write to the Police and Crime Commissioner in relation to the format and the breakdown of the performance data, be noted.
- IV. The Police and Crime Commissioner agreed to provide further information on the resources for the Offending to Recovery Initiative, be noted.
- V. The Police and Crime Commissioner agreed to provide further information on his campaign to retain fixed penalty notice charges in relation to road safety, be noted.

899 VICTIMS' ADVOCATE

Members received an introduction and update from the newly appointed Victims' Advocate, Natalie Queiroz, MBE, on their role and their work over the last 90 days since being appointed. The Victims' Advocate discussed their journey as a previous victim to give the Panel insight of how life experience had supported her in the role. This illustrated the journey of a victim as well as their understanding of the Victims' Code established in 2006 with 12

fundamental rights for a victim of crime to access to the criminal justice system and be heard and supported.

In their first 90 days, the Victims' Advocate had started building relationships with senior officials, visited key teams such as the Public Protection Unit and analysed the current timeline and journey of victims. They also met providers of commissioned victims' services and Criminal Justice Partner agencies to understand their work and encourage greater integration across services for victims. Members were also informed of the casework she was conducted and the relationships she had built with MPs, Ministers, and Commissioners across the country to better support victims and the visibility of the West Midlands in supporting victims nationally. Following the update, Members asked the following questions:

- Members thanked the Victims' Advocate for sharing her story as well as the work that she had done.
- Members asked about the length of time it would take for an offender to be charged. The Victims' Advocate and Chief Superintendent, Richard North, highlighted that the timeline was an ongoing process between the Police and the CPS. Each of the cases were said to be taken as they are received and looked at the risk to the community and victim leading to discussion on how it was difficult to provide a general statement as a result.
- Members noted the emotional impact on victims when court dates were rearranged and whether there was further support for victims in these cases. The Victims' Advocate highlighted that this was a core issue that was being examined by the Government. Members were informed of the recommendations from the Leveson report to make the processes of the courts quicker. The Commissioner further supported the points made by Members and the Victims' Advocate by discussing a further £6.6 million of victim support services. He further added that there was further work needed to embed the Victims Code in all elements of the Criminal Justice System and the Victims and Prisons Act had granted Police and Crime Commissioner's increased powers to review compliance with the Code.
- Members commented on signposting for victim support and welcomed this.
- There were comments on men that experienced domestic abuse and mental health and the support services for them. It was commented that the support services for men who had experience domestic abuse was not as signposted and whether there was further work into this. The Victims' Advocate highlighted of support services for men's mental health. This included the Ask Mark service delivered by Black Country Aid. This dedicated male support service was to support the mental health of men that had experienced domestic abuse. This included addressing the

stigma of being a victim and seeking support. The Commissioner further added that there were services in the process of being commissioned that were dedicated to supporting male victims.

- Members asked about a greater victim's aide for the journey/timeline of a victim's journey and its impact on the criminal justice process. The Victims' Advocate acknowledged the comment and noted that the journey for a victim varies due to the nature of the system. It was noted that the balance between support and bringing offenders to justice was difficult. In terms of ensuring that the Police were keeping victims apprised of developments, it was their role as Victims' Advocate to keep the Police accountable to that.
- The Victims' Advocate asked about the make-up of their team and if there were any male members of staff to support the development of men victim advocacy. The Victims' Advocate explained that the team looked to support victims of all demographics. The Head of Policy explained that it was a five-member team that comprised of a manager and four policy officers. Whilst the team was largely female, it was noted that there was work with victims and stakeholders to ensure that the work accounted for demographics of the West Midlands.
- Members asked about the Criminal Justice Board and its ability to hold the criminal justice system to account for not meeting the needs of the Victims Code. It was asked about extra scrutiny to this in relation to the impact on victims as well as any inspectorates that would examine the framework of the Board. The Commissioner responded by detailing information from the performance update and the work under the Police and Crime Plan and his priorities as Chair of the local Criminal Justice Board. This detailed the further development of the Victims Code into the work of the Criminal Justice Board. This was to improve transparency and hold the police accountable to their actions. The Victims' Advocate further added that there was work with the Ministry of Justice to look at this across the system and the nation. The was to ensure that all partners recognised victims and ensured that they were supported and if not that there should be mandated penalties. The Ministry of Justice was still to develop specific metrics that would be reported and these were not expected to be in place until 2027, work was underway to agree locally what would be measured in the interim.
- Members commented that there were many victims that had not received justice and that there should be further support for them in these cases. The Victims' Advocate echoed the comments and would not want people to be in those positions.

Following questions and comments from Members, the Chair thanked the Victims' Advocate and Officers for presenting to the Panel and welcomed a further update in the future. Members agreed the recommendations in the report.

RESOLVED – that the contents of the report, be noted by the Panel.

Cllr R Mahmood left at 3.17pm

**900 WEST MIDLANDS POLICE AND CRIME PANEL WORK PROGRAMME
2025/2026**

The Overview and Scrutiny Manager provided an update on the work programme for the 2025/2026 Municipal year to the Panel. This included taking a thematic approach to the work programme of the Panel that matched elements of the Police and Crime Plan. Members agreed that the next meeting in September would focus on Neighbourhood Policing and that Officers would work with the Chair and Vice Chair to prioritise items for the rest of the year.

RESOLVED – That:

- 1)** The work programme and menu of priority topics in Appendix A, were reviewed by the Panel.
- 2)** the Panel programme Neighbourhood Policing for its September 2025 meeting; and the Chair and Vice-Chair consider the items for November 2025.

901 MEETING DATES FOR 2025/2026

RESOLVED – that the meeting dates for the West Midlands Police and Crime Panel for the 2025/2026 Municipal Year be agreed.

Cllr A S Khan left the meeting at 4.39pm

902 URGENT BUSINESS

There was no further urgent business discussed at the meeting.

Meeting closed: 16.53 hours.

CHAIR

**West Midlands Police and Crime Panel – Action Tracker –Outstanding
Actions**

| Minute/ Action No. | Meeting Date | Action | Update/ Notes |
|-----------------------|-----------------|--|---|
| 898 | 28/7/25 | The Panel to write to the Police and Crime Commissioner detailing the type of crime, enforcement and outcome rate statistics, as well as wider performance data it wants to receive and the format of this information including where district breakdowns would be helpful. | ONGOING - Panel Office and OPCC to work together to progress action |
| 898 | 28/7/25 | The Police and Crime Commissioner agreed to provide details of the wider investment secured for the Offending to Recovery Initiative. | To be discharged – Response provided and sent to panel members 6 August 2025 |
| 898 | 28/7/25 | The Police and Crime Commissioner agreed to circulate further information on his campaign to retain road safety related revenue from fixed penalty fines. | To be discharge - information received and sent to panel member 30 July 2025 |



Report to the West Midlands Police and Crime Panel – Neighbourhood Policing

Date: Monday 8th of September 2025

Report Author: Jane Heppel – Chief Finance Officer, Simon Down – Head of Policy

1. Introduction

One of the key priorities in the new Police and Crime Plan ('the Plan'), published on 26 March 2025, is rebuilding community policing. That is consistent with 3 of the key principles in the Plan, that are prevention, partnerships and trust and confidence.

The Chief Constable, must have regard to the Plan, when implementing operational policing, across the West Midlands. The PCC will use the Plan, to hold the Chief Constable and West Midlands Police to account, to rebuild community policing. Within this section of the Plan, it sets out a local Neighbourhood Policing Guarantee, mirroring and building on the national commitment of the same name.

In January 2025, the Police and Crime Commissioner ('PCC') secured £12.2 million from the Home Office, for the purpose of investment in Neighbourhood Policing. As a consequence, the Chief Constable and the PCC, were able to prepare and submit a joint bid to the Home Office, for 150 additional neighbourhood police officers. In April 2025, the Chief Constable and the PCC, secured the extra 150 neighbourhood police officers for the West Midlands, following approval of the joint bid by the Home Office.

In addition, 139 existing serving police officers will be redeployed into neighbourhood policing roles. There will also be an additional 20 new Police Community Support Officers. These additional and new police officers, allocated into neighbourhood policing, will contribute to improved justice, safety and security, for our people and communities across the West Midlands.

2. Recommendation

That the Panel notes the contents of this report.

3. National and West Midlands Neighbourhood Policing Guarantees

The national Neighbourhood Policing Guarantee (“NNPG”), aims to ensure that policing is better connected with the communities it serves, building public trust and confidence through preventative, proactive, accessible, reassuring, visible, local engagement and response. To support this, a national framework sets out clear standards, the public can expect from local policing. The framework is structured around five pillars, each reflecting differing priorities (see, Figure 1).



Figure 1 National Neighbourhood Policing Guarantee Five Pillars

Pillars 1 and 2 of the NNPG focus on neighbourhood policing visibility, including the deployment of local designated officers for each neighbourhood and increased foot patrols. Pillar 3 emphasises professional excellence, through new, specialised training for neighbourhood officers. Pillars 4 and 5 prioritise the impact neighbourhood policing teams

have on reducing Anti-social Behaviour (“ASB”), making town centres safer and improving outcomes across neighbourhood crime types.

The West Midlands Neighbourhood Policing Guarantee, (“WMNPG”), as set out in the Police and Crime Plan, builds on the national version, with a further emphasis on policing efficiency, effectiveness and improving the quality of service across the West Midlands, focussing on 12 key points (see, Figure 2).

This includes, increasing the number of neighbourhood Police Officers and PCSOs, ensuring police bases remain in areas of need, and promoting data-sharing between teams, to maximise collaboration. The WMNPG, is committed to continuing to rebuild community policing, to ensure an accessible, reassuring and visible presence out on the streets, to keep people, businesses and local communities safe and secure.

1. Increased numbers of neighbourhood Police Officers and PCSOs in Local Policing Areas.
2. Neighbourhood officers and police bases will remain located within the communities that they serve.
3. A named officer to turn to in every community.
4. Neighbourhood policing resource is ringfenced, avoiding abstractions to other policing work, save in exceptional circumstances.
5. Neighbourhood Police Officers remain in their roles for as long as possible, to build relationships, local knowledge and key intelligence.
6. When neighbourhood officers move on, relationships, local knowledge and key intelligence are passed on to replacement officers.
7. Neighbourhood policing activity is targeted towards people and places according to need.
8. Officers and PCSOs are deployed tactically to maximise and sustain their presence and visibility in the most high-need local areas.
9. WMP adopt the Neighbourhood Policing Career Pathway Programme so that neighbourhood officers are consistently trained and supported to deliver the role, recognising community policing as a Police Officer career specialism in its own right.
10. Neighbourhood Police Officers are proactive, share data, combine resources, adopt joint priorities, problem solve, implement interventions, are held to account, share learning and outcomes.
11. WMP engage with, listen to and work with the community, including via West Midlands Now, social media and holding regular community meetings.

12. The retention of 10 public contact offices, including at least one in every Local Policing Area

Neighbourhood Policing Guarantee

I expect West Midlands Police ("WMP") to deliver my Neighbourhood Policing Guarantee to ensure:

1. Increased numbers of neighbourhood Police Officers and PCSOs in Local Policing Areas.
2. Neighbourhood officers and police bases will remain located within the communities that they serve.
3. A named officer to turn to in every community.
4. Neighbourhood policing resource is ringfenced, avoiding abstractions to other policing work, save in exceptional circumstances.
5. Neighbourhood Police Officers remain in their roles for as long as possible, to build relationships, local knowledge and key intelligence.
6. When neighbourhood officers move on, relationships, local knowledge and key intelligence are passed on to replacement officers.
7. Neighbourhood policing activity is targeted towards people and places according to need.
8. Officers and PCSOs are deployed tactically to maximise and sustain their presence and visibility in the most high-need local areas.
9. WMP adopt the Neighbourhood Policing Career Pathway Programme so that neighbourhood officers are consistently trained and supported to deliver the role, recognising community policing as a Police Officer career specialism in its own right.
10. Neighbourhood Police Officers are proactive, share data, combine resources, adopt joint priorities, problem solve, implement interventions, are held to account, share learning and outcomes.
11. WMP engage with, listen to and work with the community, including via West Midlands Now, social media and holding regular community meetings.
12. The retention of 10 public contact offices, including at least one in every Local Policing Area.

Figure 2 West Midlands PCC Neighbourhood Policing Guarantee

3

Overall, the NNPG provides a clear framework for delivering effective, community-focused and visible policing across England and Wales. By aligning local priorities in the WMNPG with the national Home Office model, this reflects the PCC's continued commitment, to rebuilding community policing. The approach is intended to ensure local accountability, improve trust and confidence, build partnerships and deliver demonstrably better outcomes for residents. A continued focus on neighbourhood policing will be essential to preventing and tackling crime, promoting community safety, and enhancing the overall quality of local policing services, through the PCC's neighbourhood policing guarantee.

There will be National and Regional Neighbourhood policing performance frameworks. The NNPG has a dedicated performance framework (see, Appendix 1), with a national performance dashboard, due to be published later this year. The Home Office will be collating this data and reporting on it at a national level. The national performance framework has headline metrics that will be publicly tracked, while contextual indicators will be monitored internally, to provide deeper insight.

The WMNPG is supported through the strategic Police and Crime Plan performance framework and a delivery plan, to guide implementation, in order to track progress against each of the 12 commitments. The strategic key performance indicators progress, can be viewed in the online version of the [Police and Crime Plan](#).

The Panel, and indeed the public, will therefore have a transparent means of knowing, if and how the NNPG and WMNPG are being delivered. The presentation to the Panel, aims to clarify the overlap and differences between the two performance frameworks, in order to assist panel members, in their role as critical friend to the PCC.

Public perceptions and confidence in policing, are key priorities reflected in both the NNPG and the WMNPG. Locally, these measures are emphasised in the 'Rebuilding Community Policing' and 'Building Trust and Confidence' key performance indicators, which are currently being developed.

In alignment with this, the PCC and West Midlands Police ('WMP'), are actively working on a bespoke measure of public perception, in addition to victim satisfaction. This will support the evaluation of impact and add local insights to the headline indicators, captured within the national framework.

Appendix 1, sets out the detailed performance framework, for the NNPG against the 5 pillars. At the same time, WMP are developing a local Neighbourhood Policing Performance dashboard, to oversee local performance and taking account of the PCC's local guarantee. The local dashboard is still under development and, whilst the national framework is in place, there is yet to be any public data releases.

The presentation to Panel focuses on assisting the Panel to understand, what is in each of the performance frameworks, where they align, and how the measurement of those performance indicators, is developing

4. Current Progress Against Meeting the National and Local Guarantees

The performance framework, is still developing for both guarantees. However, we can report on progress to date as follows. It will become clear to Panel members that, similar to a project plan, some elements of the guarantee require time in order to deliver, or are

not possible to measure yet, because they require the passage of time to occur, before measurement can take place.

Progress against meeting the NNPG Pillars:

Pillar 1. Police back on the beat:

- ✓ Every Neighbourhood Team in the force has Dedicated Neighbourhood Officers (DNO's) Local action Teams and PCSO's.
- ✓ All officer details accurately published on Single Online Home (SOH).
- ✓ Joint Town Centre and High Street plan in place throughout the summer across the West Midlands.
- ✓ Intelligence led, focussed patrols taking place on all wards across the force providing visibility, reassurance and opportunities to engage.
- ✓ Clearly defined priorities and detailed updates of officer presence and activity on SOH for all areas.

Pillar 2. Community-led policing:

- ✓ Named contactable officer on every ward across the force area.
- ✓ Published meetings for every ward in a range of locations / times to meet diverse needs.
- ✓ Three detailed priorities - less than three months old – listed against every neighbourhood in the force area.
- ✓ Every priority defined by the community themselves / intelligence / crime data.
- ✓ Detailed updates against every priority – all less than 5 weeks old.

Pillar 3. Clear performance standards and professional excellence:

- WMP were an early initiator of a professionalisation programme for neighbourhood policing.
- Force commitment to deliver and early engagement with the College of Policing regarding the Neighbourhood Policing Pathway (NPP).
- Early contact with pilot forces to understand demand and best practice.
- NPP 1 and 2 fully costed and planned - rollout of NPP 1 starts in September and NPP2 in November.

Pillar 4. Crackdown on anti-social behaviour:

- Dedicated lead officer in place for ASB – Superintendent Simon Inglis.
- Force lead will own the responsibility for the creation, management and delivery of force plan.
- Early conversations with WMP to identify joint governance arrangements and planned consultation with Heads of Community Safety (HOCS) and the PCC's Advisory Panel to shape plan.
- Range of community engagement events to be jointly hosted in order to hear the community voice regarding ASB priorities and concerns.
- Performance monitoring of all existing ASB legislation to tackle persistent offenders and wider force issues such as street racing to be introduced.

Pillar 5. Safer town centres:

- Summer High Street and Town Centre plans in place.
- Monthly returns being submitted to the Home Office – first submitted mid-August.
- Retail Crime and Offending to Recovery strategies in place with senior officer ownership.
- All LPA's undertaking overt and covert patrols in intelligence-based hotspot locations.
- Joint agency operations tackling persistent locations / offenders with increased use of civil orders.
- Significant increase in messaging to communities informing them of outcomes to improve confidence.

It is important that, residents understand the wide-ranging work undertaken by the neighbourhood teams, reflects the contribution they make to the communities they serve. Neighbourhood policing, is defined by WMP's ambition to:

- Deliver an outstanding neighbourhood police service for the people of the West Midlands
- Enhance community safety by working with our partners
- Improve public trust and confidence in the police
- Identify and deliver against local policing priorities

- Manage and divert offenders and those at risk of offending
- Protect vulnerable people

In line with the new approach and the additional investment from the government, WMP have ensured that every ward area in the West Midlands, has their own Dedicated Neighbourhood Officer (DNO). These are searchable on the WMP website.

These DNOs will focus on three key areas:

1. Problem solving – tackling persistent local issues through long-term solutions
2. Targeted activity – proactive interventions to address crime and disorder
3. Community engagement – building relationships and ensuring residents have a say in policing

Each DNO will be supported by a wider team of neighbourhood officers. They will be experienced officers, that act as a local expert with in-depth knowledge of their area's challenges and the skills, to proactively resolve problems. DNOs are expected to respond to neighbourhood queries, within 72 hours as part of a broader initiative, to improve accountability and community engagement in neighbourhood policing. The aim is to give officers more time, support, and resources to focus on being neighbourhood officers, delivering accessible, proactive, reassuring and visible policing in the areas that need it most.

Another element of Neighbourhood Policing Teams across the West Midlands, is Police Community Support Officers (PCSOs), who are a vital part of the police frontline. They have particular designated powers, but, unlike police officers, they do not have the power to arrest. PCSOs work in the community and carry out a wide range of duties to support WMP's mission, to prevent and tackle crime and promote community safety.

PCSOs also play a crucial role in supporting DNOs to address local issues, build relationships and improve safety. They are often the first point of contact for many residents and actively engage with the community, to understand their concerns and build trust. For many, being a PCSO is a 'destination career', and they remain in the role,

becoming experts in their area, with a wide network of local contacts. Other PCSOs use their experience as a stepping-stone, to a career as a police officer.

Furthermore, local neighbourhood teams will have dedicated Local Action Teams (LATs), which are focussed on addressing local issues and building community relationships. They will be embedded in neighbourhoods, working directly with residents to understand their concerns and priorities and aim to identify and address long-term solutions to local problems, rather than only responding to incidents.

The College of Policing has introduced a national training programme, for neighbourhood police officers and PCSOs across England and Wales. The neighbourhood policing programme part one (NPP1), is designed to equip frontline police officers and PCSOs working in neighbourhood policing, with the essential skills and knowledge they need, to deliver a trusted and effective service to the public. Training modules include 'partnership working' and 'problem-solving' and WMP are rolling out this training programme through a phased approach, combining online learning with in-person training sessions.

4. Current Performance – Neighbourhood Crimes

Neighbourhood crimes are monitored through the Police and Crime Plan's ['Preventing and Reducing Neighbourhood Crime'](#) section.

Across 2024/25, WMP recorded a total of 48,938 neighbourhood crimes, marking a 17.3 % reduction, compared to the previous year. These decreases were observed across all Local Policing Areas (LPAs), with the most significant reductions seen in Coventry at 24.1 %, Walsall at 23.1 %, and Solihull at 22.6 % (see, Figure 3). When examining individual crime types, the downward trends are equally encouraging. Vehicle offences declined by 13.9 % (29,229), residential burglary by 20.6 % (11,249), personal robbery by 21.9 % (5,805), and theft from the person by 26.4 % (2,608). These figures reflect ongoing successes, in reducing crimes that impact daily life and public confidence in local communities.

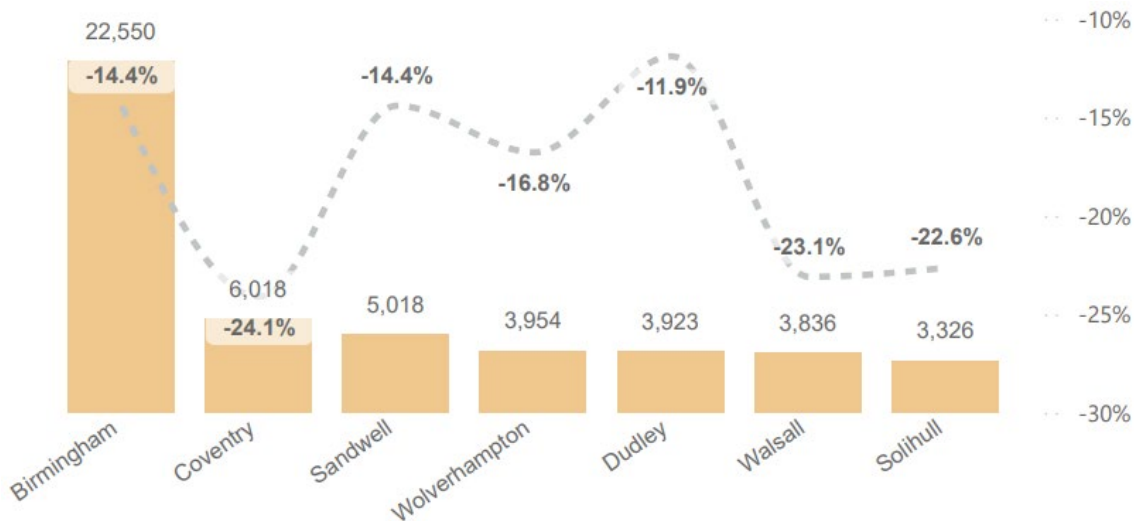


Figure 4 LPAs Neighbourhood Crime Volumes and Percentage Change for 2024/25 Compared to 2023/24

In contrast, business crime increased during the same period. A total of 58,404 offences were recorded in 2024/25, representing an 8.4 % rise. Despite this increase in volume, the overall harm score associated with business crime fell by 18.2%, largely due to a higher proportion of recorded offences being shop theft crimes, which have lower harm scores. One of the main contributors to the rise in business crime, is the national surge in shop theft. In the West Midlands, shop theft offences rose by 34.5 %, with 32,703 incidents recorded over the year. Most LPAs experienced increases, with Walsall reporting the highest rise at 64.7 %. Sandwell was an exception, where shop theft levels remained relatively stable, showing a slight decrease of 2.9 %.

There has been notable improvement, in the proportion of shoplifting offences, resulting in a positive outcome. In 2024/25, 7,440 positive outcomes were recorded, resulting in an outcome rate of 22.8 %. This marks an increase of 8.8 percentage points, compared to 2023/24 and reflects targeted action, to bring more offenders to justice. In relation to fraud and cybercrime, the Police and Crime Plan emphasises the importance of encouraging increased reporting, particularly due to the underreported nature of these offences. According to the latest data from the Action Fraud dashboard, 15,065 reports were made in 2024/25. Of these, 83.0 % were related to fraud and 17.0 % to cybercrime. This represents a 5.1 % decrease in total reports, compared to the previous year.

5. Public Communications

WMP will be launching the Neighbourhood Policing Guarantees locally in September 2025, setting out to the public what the guarantees mean locally, what it gives the public access to, what they can expect from WMP in their community and how they can become involved. The launch will particularly seek to direct people to the Single Online Home website, which is already live. The Single Online Home website, already provides the public with:

- A. The name of their DNO, details of their wider neighbourhood team and contact details
- B. Information on meetings and events for each neighbourhood, where the public can engage with the police
- C. Details of the key priorities for their Neighbourhood
- D. Latest social media/news from WMP, for their neighbourhood

WMP are also focussing on ensuring that their primary communication channel, West Midlands Now (WMNow), is optimised to support communications with local communities.

WMnow is a free email messaging service from West Midlands Police. Members of the public can sign up to receive updates straight into their inbox about crimes, police activity and other local news.

West Midlands Police benchmarking vs Most Similar Group (MSG) forces – July 2025

KPI Snapshot

| KPI (July 2025) | West Midlands Police | Force Comparison | Commentary |
|---------------------|----------------------|------------------|---|
| New Registrations | 609 | Mid-range | Comparable to city-based MSG forces |
| User Engagement (%) | 62.26% | 40% - 75% | Slightly below MSG average, improvement potential |

| | | | |
|--------------------------|-------|-----------|-----------------------------------|
| Household Coverage (%) | 13% | 4% - 18% | At MSG average |
| Average User Rating (/5) | 4.83 | 4.6 - 4.9 | High, at upper end of MSG |
| % Contactable Users | 91.5% | 88% - 98% | Strong, but not MSG best-in-class |

New Registrations: West Midlands registered 609 new users in July 2025, positioning the force mid-range compared to similar (MSG) forces, and reflecting steady, sustained uptake.

User Engagement: The engagement rate for West Midlands, stands at 62.26%. This places the force just below the average within the MSG, where engagement rates typically range from 40% to 75%. Most peer forces cluster, in the 60–70% band.

Household Coverage: West Midlands achieves approximately, 13% household coverage. This aligns almost exactly with the typical MSG midpoint, where coverage rates for this group generally range from 4% (lowest) to 18% (highest).

Average User Rating: User feedback remains highly positive, with a 4.83 out of 5 average rating—placing West Midlands, in the top tier among MSG comparators.

Contactable User Rate: 91.5% of West Midlands users are contactable, which is within the main MSG performance cluster (88–98%).

How to improve outcomes:

1. Boost New User Registrations

Action Points:

- Increase targeted campaigns in lower-registration areas.
- Leverage community partnerships to promote sign-ups.
- Introduce incentives and awareness events encouraging registration.

2. Increase User Engagement

Action Points:

- Enhance alert relevance and personalisation to increase interaction.
- Promote two-way communications and feedback loops.
- Utilise digital channels and social media to maintain visibility and engagement.
- Regularly gather and act on user feedback to sustain satisfaction.
- Promote success stories and positive community impact.

3. Expand Household Coverage

Action Points:

- Drive community outreach, especially in underrepresented demographics and areas.
- Collaborate with local groups and seldom heard communities for better inclusion.
- Use data-driven targeting to identify coverage gaps.

4. Maintain High User Satisfaction

Action Points:

- Continue excellent service and clear communication.
- Regularly gather and act on user feedback to sustain satisfaction.
- Promote success stories and positive community impact.

5. Increase Contactable User Rate

Action Points:

- Regularly verify and update user contact details.

6. Recruitment

The Panel will be aware that recruitment in Policing is not immediately aligned with a growth in deployable officers and PCSOs, as the training period of officers and PCSOs requires them to be abstracted for training, at the start of their service.

However, in order to deliver on the NNPG, the Chief Constable has decided to redeploy officers from other areas in order to ensure that by September 2025, all of the planned additional growth in neighbourhood police officer numbers can be achieved.

WMP have pledged to achieve a growth of 289 neighbourhood officers in year 1 of the NNPG, in order to claim the £12.2M in additional grant which has been awarded. The expected and actual growth is shown in the table below:

| Period | Officers Redeployed from other areas with backfill | Officers Redeployed with no backfill |
|----------------|--|--------------------------------------|
| 30th April | 36 | - |
| 31st May | 40 | - |
| 30th June | 80 | 41 |
| 31st July | 96 | 70 |
| 31st August | 113 | 92 |
| 30th September | 150 | 139 |

This will ensure that all officers in neighbourhood roles are experienced officers, not trainees, who would require further abstraction for training.

In terms of growth in PCSO numbers, the pledge in year 1 was for 20 additional PCSOs, with growth spread as follows. These recruitments will deliver both replacement numbers for normal turnover in PCSO numbers, as well as the uplift of 20 additional PCSOs, by the end of the year.

| Period | PCSOs recruited directly into Neighbourhood Policing | PCSOs redeployed into Neighbourhood Policing |
|-------------|--|--|
| 30th April | 0 | 25 |
| 31st May | 13 | 0 |
| 30th June | 0 | 0 |
| 31st July | 0 | 0 |
| 31st August | 0 | 0 |

| | | |
|----------------|----|---|
| 30th September | 24 | 0 |
| 31st October | 0 | 0 |
| 30th November | 12 | 0 |
| 31st December | 0 | 0 |
| 31st January | 24 | 0 |
| 28th February | 0 | 0 |
| 31st March | 24 | 0 |

7. Accountability measures

As set out in the Police and Crime Plan, there are various mechanisms the Police and Crime Commissioner uses to hold the Chief Constable to account. One key method designed to do this, is the Accountability and Governance Board (AGB), which meets monthly.

The PCC, the Deputy PCC and the Victims' Advocate, are the three panel members, that consider and discuss reports and scrutinise the force's performance, to ensure it is working efficiently and effectively, towards the aims and objectives of the Police and Crime Plan.

There will be an annual Neighbourhood Policing report at the AGB taking place in November 2025, and in November each following year throughout this term of office, to hold the Chief Constable to account for the delivery of the NNPG.

8. Understanding What the Community Want from Neighborhood Policing

Community engagement is central to the role of Police and Crime Commissioner. This is exercised, both directly by the PCC and also through his office. With neighbourhood or community policing, being a key concern and priority for our communities, our engagement almost always covers these matters.

Over July 2025 alone, the PCC attended seventeen community related events, including Shop Kind Campaign Event at Your Co-op Food in Walsall town centre on the 1st of July, the Black Country Multicultural Day at Somers Square in Halesowen town centre on the

19th of July, and the Sports for Social Integration and Afro-Caribbean Party in the Park at Long Park, Coventry on the 26th of July. These are just some of the events the PCC has attended, from across the West Midlands and he looks forward to attending many more in the future.

The consultation for the West Midlands Police and Crime Plan 2025-2029, covered various elements of neighbourhood policing. A summary of the neighbourhood policing feedback and associated conclusions is set out below.

‘The comprehensive consultation adopted a multi-method approach to ensure inclusivity and robust engagement across all sections of society. A public consultation survey was launched as a central tool to collect quantitative and qualitative data on residents’ perceptions, concerns, and priorities.

A free-text question in the survey asked respondents to identify additional police responsibilities that should be prioritised. The response highlighted the key priorities, with terms like community, officers, and streets being used which emphasised the strong public demand for enhanced police visibility in neighbourhoods. This collectively emphasised the interconnected priorities of building safer, stronger communities through visible, community-focused policing that fosters trust and addresses key public concerns, highlighting how strengthening police presence can contribute to more resilient and secure neighbourhoods.

Many felt that an increased police presence would make people feel safer and help reduce crime in local neighbourhoods. Participants remarked, “If we saw police on our streets, then there would be less crime”. However, an increase in police presence would call for an increase in investment to the workforce. The idea of redirecting proceeds of crime to fund community initiatives was widely supported. Participants suggested that money, property, and possessions seized from criminals should be reinvested into communities to fund youth programmes and services.

The findings from the public consultation on the Police and Crime Plan 2025-2029 reveal detailed insights into community priorities, perceptions of safety, and expectations for

policing in the West Midlands. The emphasis on visible policing and community engagement reflects a public desire for proactive and preventative measures. Addressing these issues requires targeted strategies, such as enhanced neighbourhood policing to ensure tangible improvements in safety and public confidence in policing. The mixed perceptions of safety, with 37.1% of respondents feeling neutral about safety where they live, reveal an opportunity for improvement. While a notable proportion feel safe (34.1%), the 28.1% who feel unsafe or very unsafe indicate the need for targeted efforts in areas experiencing higher crime or a lack of visible policing.

Addressing public concerns about safety could involve increasing police presence in high-risk areas, enhancing public communication about safety initiatives, and building partnerships with community organisations. Moreover, developing the community alert system further and increasing collaboration with neighbourhood watch initiatives can aid in increasing a sense of security within communities.'

In 2024, the Police and Crime Commissioner launched a new Advisory Panel, to work with him during his time in office. The panel meets regularly and provides critical thinking and expertise, that will support holding WMP to account.

On the 3rd of April 2025, the Advisory Panel devoted a meeting to discussion of Neighbourhood Policing. This was a 3-hour meeting, with presentations from the PCC and the Chief Constable, followed by workshops, in which panel members answered key questions to share experiences, insight and knowledge, as well as influence the future of neighbourhood policing.

The PCC asked the Panel *'How do community members perceive visibility in our communities, what concerns or suggestions do they have?'* and the following was discussed:

- The need for visibility to be organic, holistic and representative of the community served
- Cultural competence of neighbourhood policing
- Generational differences and the importance of consistency, and having a relationship with local police

- Use of social media as a tool to reach people where they are digitally connected.
- Improvements at the handover from local police to new officers
- Community values, principles and practice to be embedded into community
- Transparency and trauma informed – are officers informed regarding the community they serve?

From the discussions at this Advisory Panel meeting, the PCC noted the next steps which included:

- He will rely on the information gathered to support him in continuing to hold the Chief Constable and WMP to account around continuous improvement
- He will ensure information gathered is shared with WMP and used in improving the quality of community policing

To enhance the oversight of Neighbourhood Policing and local engagement, the PCC has also initiated a series of Local Policing Areas (LPA) visits, with the Deputy PCC Wasim Ali visiting each LPA, alongside a senior member of staff from the OPCC, to assist on delivery of neighbourhood policing.

9. Continuity and abstractions

The additional resource to Neighbourhood Policing can be at risk of being minimised, as a result of internal movement of officers and abstractions.

Levels of abstractions have historically detracted, sometimes significantly, from neighbourhood policing resource. WMP are committed to reducing levels of abstraction, having created and implemented an abstraction policy, to ensure abstractions of neighbourhood officers are minimised and that tasking of neighbourhood policing teams is consistent across WMP, in line with the WM Neighbourhood Policing Ambition.

A performance dashboard to measure abstractions of Neighbourhood Police Officers, has been developed and is in the process of being finalised, to be ready for the local launch of the Neighbourhood Policing Guarantee in September. Once available, this data will be fed into the AGB paper on Neighbourhood Policing, ensuring oversight of this important metric.

DNOs are now required to be in post for at least 2 years and the Neighbourhood Policing Pathway, ensures that Neighbourhood Policing is a viable and attractive career pathway, recognising Neighbourhood Policing as a career pathway specialism. This should reduce the impact on Neighbourhood Policing, from internal movement of officers. WMP are also in the process of developing a mandatory protocol, to ensure a formal handover plan is in place, whenever a DNO moves on.

Monitoring performance for the Neighbourhood Policing Guarantee¹

| Cross-Pillar Monitoring | | | | | | | |
|-------------------------|--|------------------------------------|-------------------|--------------|--|-------------------|----------|
| Pillar | Measure | Data source | Detail level | Measure type | Ambition | Data availability | Tier |
| 1,2,3,4 and 5 | Monitoring the recruitment of 13,000 additional neighbourhood police officers, PCSOs and special constables | Home Office statistics | Police force area | Input | Delivered by the end of parliament in 2029 | Biannual | Headline |
| 1,2,3,4 | Public trust and confidence in the police <i>Overall confidence in local police</i> <i>Perceive the police in the local area to do a good or excellent job</i> | Crime Survey for England and Wales | National | Outcome | Increase | Annually | Headline |

¹ [neighbourhood policing guarantee performance framework \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

| | | | | | | | |
|---------------|---|------------------------------------|----------|---------|----------|----------|----------|
| | <i>Perceive that the police in local area can be trusted</i> | | | | | | |
| 1,2,3,4 and 5 | Public perceptions of police legitimacy and procedural justice in local area <i>Perceive that the police would treat you fairly</i> <i>Perceive that the police would treat you with respect</i> | Crime Survey for England and Wales | National | Outcome | Increase | Annually | Headline |
| 1,2,4 and 5 | Public perceptions of whether police understand and deal with their local concerns <i>Perceive the police to understand local concerns</i> <i>Perceive the police to deal with local concerns</i> | Crime Survey for England and Wales | National | Outcome | Increase | Annually | Headline |

Pillar 1 – Police back on the beat

| Pillar | Measure | Data source | Detail level | Measure type | Ambition | Data availability | Tier |
|--------|--|------------------------------------|-------------------|-------------------|---|-------------------|----------|
| 1 | Public perceptions of police visibility in local area <i>- Perceived frequency of visible police foot patrols in local area</i> | Crime Survey for England and Wales | National | Outcome | Increase | Annually | Headline |
| 1 | Level of abstraction of police personnel away from neighbourhood policing roles | To be confirmed | Police force area | Activity / Output | This measure is currently under development and expected to be available later this year. A national definition of abstraction will be agreed and is anticipated to | To be confirmed | Headline |

| | | | | | | | |
|---|--|---------------------|-------------------|-------------------|---|-----------|------------|
| | | | | | set out two types of abstraction, 'planned' and 'spontaneous' | | |
| 1 | Total hours of visible, proactive patrolling in priority hotspot areas (priority areas are chosen by forces) | Hotspot Action Fund | Police force area | Activity / Output | Monitor only | Quarterly | Contextual |

Pillar 2 – Community-led policing

| Pillar | Measure | Data source | Detail level | Measure type | Ambition | Data availability | Tier |
|---------------|---|--------------------------|---------------------|---------------------|-----------------------|--------------------------|-------------|
| 2 | Proportion of neighbourhoods with a named officer, contactable online by the public | Monitoring with policing | Neighbourhood area | Activity / Output | Achieved by July 2025 | Monthly | Headline |

| | | | | | | | |
|---|---|--------------------------|--------------------|-------------------|--------------------------|----------|----------|
| 2 | Up-to-date (in last 3 months) neighbourhood policing priorities | Monitoring with policing | Neighbourhood area | Activity / Output | Available from July 2025 | Monthly | Headline |
| 2 | Public awareness of community engagement activity - <i>Seen or heard about what the police are doing to tackle crime and ASB in local area</i> | CSEW | National | Outcome | Increase | Annually | Headline |

Pillar 3 – Clear performance standards and professional excellence

| Pillar | Measure | Data source | Detail level | Measure type | Ambition | Data availability | Tier |
|---------------|---|---------------------|---------------------|---------------------|-------------------------------------|--------------------------|-------------|
| 3 | The total number of the workforce completing NPP2/3/4 portfolios in their communities: <i>Number of eligible posts for NPP2/3/4 per force</i> <i>Number of officers and staff that have</i> | College of Policing | Police force area | Activity / Output | Delivered by end of parliament 2029 | Monthly | Headline |

successfully completed NPP2 portfolio²
Number of supervisors that have successfully completed NPP3 portfolio
Number of senior officers that have successfully completed NPP4 portfolio

3

The total number of the workforce who have attended various modules of the Neighbourhood Policing Programme Career Pathway to track progress through the pathway.³

College of Policing

Police force area

Activity / Output

National rollout achieved by Summer 2027

Monthly

Contextual

Pillar 4 – Crackdown on anti-social behaviour

| Pillar | Measure | Data source | Detail level | Measure type | Ambition | Data availability | Tier |
|--------|--|--|-------------------|-------------------|---|-------------------------|------------|
| 4 | Public experience of ASB in their local area <i>- Proportion that have experienced or witnessed ASB in local area in the last 12 months</i> | Crime Survey for England and Wales | National | Outcome | Decrease | Rolling quarterly basis | Headline |
| 4 | A dedicated lead officer for ASB in every force (working with communities to develop a local ASB action plan) | Monitoring with policing | Police force area | Activity / Output | ASB lead confirmed by July 2025 | Quarterly | Headline |
| 4 | Presence of ASB action plans in every police force | Monitoring through police force websites | Police force area | Activity / Output | ASB action plan published by April 2026 | Monthly | Headline |
| 4 | Perceptions of ASB in local area <i>- Perceive ASB to be a problem in local area</i> | Crime Survey for England and Wales | National | Outcome | Decrease | Rolling quarterly basis | Contextual |

| | | | | | | | |
|---|--|---|-------------------|-------------------|---------------------|-----------|------------|
| 4 | Satisfaction with police response to reported ASB <i>- Overall satisfaction with the way the police handled the matter</i> | Crime Survey for England and Wales | National | Outcome | Increase | Annually | Contextual |
| 4 | Police recorded incidents of ASB | Police recorded crime | Police force area | Outcome | Decrease | Quarterly | Contextual |
| 4 | Police use of ASB powers <i>Criminal behavior orders Community protection notices Civil injunctions Dispersal powers Closure powers ASB case reviews Respect orders (not yet available)</i> | Home Office voluntary data return (ADR) | Police force area | Activity / Output | <i>Monitor only</i> | Quarterly | Contextual |

Pillar 5 – Safer town centres

| Pillar | Measure | Data source | Detail level | Measure type | Ambition | Data availability | Tier |
|--------|--|-------------------------------------|-------------------|--------------|----------|-------------------|----------|
| 5 | <p>Volume of successful/positive crime outcomes data for incidents relevant to town centers (retail and street crime)</p> <p><i>Retail crime:</i> Shop theft Robbery of business property Assaults on retail workers (not yet available)</p> <p><i>Street crime:</i> Theft from the person Robbery of personal property</p> | Police recorded crime outcomes data | Police force area | Outcome | Increase | Quarterly | Headline |

| | | | | | | | |
|---|---|---|-------------------|---------|----------|-----------|----------|
| 5 | <p>Police recorded incidents of crime relevant to town centers (retail and street crime)</p> <p><i>Retail crime:</i> <i>Shop theft</i> <i>Robbery of business property</i> <i>Assaults on retail workers (not yet available)</i></p> <p><i>Street crime:</i> <i>Theft from the person (snatch theft, stealth theft, attempted snatch or stealth theft)⁴</i> <i>Robbery of personal property</i></p> | Police recorded crime and CSEW ⁵ | Police force area | Outcome | Decrease | Quarterly | Headline |
|---|---|---|-------------------|---------|----------|-----------|----------|

| | | | | | | | |
|---|---|------------------------------------|----------|---------|----------|--------------------------------------|------------|
| 5 | Public perceptions of crime in local area - <i>Perceive the level of crime in local area to have reduced in recent years</i> | Crime Survey for England and Wales | National | Outcome | Increase | Annually | Contextual |
| 5 | Perceptions of crime and ASB in town centers - <i>Perceive ASB and crime to be a big or fairly big problem in local high street or town centre⁶</i> | Crime Survey for England and Wales | National | Outcome | Decrease | Annually, starting from Summer 2026. | Contextual |
| 5 | Repeat victimization of street crime ⁷ <ul style="list-style-type: none"> • <i>Theft from person</i> • <i>Robbery of personal property</i> | Crime Survey for England and Wales | National | Outcome | Decrease | Annually | Contextual |

variations to the Plan

- Reviewing the PCC's Annual Report
- Review (with the power to veto) the PCC's proposed policing precept.
- Hold confirmation hearings for senior appointments (Chief Constable, Deputy PCC, Chief Executive and Chief Finance Officer), with the power to veto for the Chief Constable appointment.
- Handling non-criminal complaints about the PCC and Deputy PCC, referring serious complaints to the Independent Office for Police Conduct (This function is delegated to the Monitoring Officer).
- Suspend the PCC under specific legal conditions.
- Appoint an acting PCC if necessary.
- Play a role in any call made by a PCC for a Chief Constable to resign or retire.

3.2 The Panel's work programme consists of statutory tasks (from the above list) and wider exploratory work to fulfil its role in holding the PCC to account on the strategic policing, community safety and criminal justice landscape.

3.3 The Panel must maintain a strategic focus in scrutinising the work of the PCC, rather than examine operational detail. The Panel does not provide oversight of the Chief Constable or police force.

4 Developing the Panel Work Programme 2025/26

4.1 On 30 June 2025 Panel Members participated in a work planning workshop facilitated by Dave Burn, Frontline Consulting and explored how best to scrutinise the PCC.

4.2 Members supported the idea of structuring Panel meetings around Police and Crime Plan themes. However, it was recognised that the Panel did not have the capacity to examine all elements of the Plan in one year and some prioritisation was necessary.

4.3 The Menu of Topics at Appendix A lists the priority topics suggested at the workshop.

4.4 It may be necessary for the Panel to also consider factors such as public interest and performance when further shaping its work programme.

4.5 The Panel will liaise with the PCC and the Office of the Police and Crime Commissioner to communicate the issues the Panel would like to explore, and specific areas of focus.

5 Finance Implications

5.1 The Home Office provides an annual grant to support the administration of the Police and Crime Panel. The Home Office grant covers all costs relating to the secretariat and administration to support this work programme.

6 Legal Implications

6.1 The Panel work programme should reflect the duties required by the Police

Reform and Social Responsibility Act 2011 and relevant Regulations.

7 Equalities Implications

- 7.1 The Panel has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:
- a. eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act;
 - b. advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - c. foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 7.2 The protected characteristics and groups outlined in the Equality Act are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief; sex, and sexual orientation.
- 7.3 The duties will be embedded in all aspects of the work programme, including topic selection, evidence gathering, and making recommendations. This should include considering how policy issues impact on different groups within the community, particularly those that share a relevant protected characteristic; whether the impact on particular groups is fair and proportionate; whether there is equality of access to services and fair representation of all groups within the West Midlands; and whether any positive opportunities to advance equality of opportunity and/or good relations between people are being realised.

8 Background Papers

- 8.1 [Police Reform and Social Responsibility Act 2011](#)
- 8.2 [West Midlands Police and Crime Panel – Panel Agreement \(2012\)](#)
- 8.3 [West Midlands Police and Crime Plan 2025-2028](#)

9 Appendices

Appendix A: West Midlands Police and Crime Panel Work Programme 2025/2026 - September 2025

West Midlands Police and Crime Panel Work Programme 2025/26 – July 2025

Outline West Midlands Police and Crime Panel Work Programme

Shaded areas are to be agreed

| Meeting Date | Item/Topic | Scrutiny Objectives | Additional Information |
|------------------|--|--|---|
| 28 July 2025 | AGM Items | <ul style="list-style-type: none"> Election of Chair and Vice Chair Note Panel membership for 2025/26 Annual approval of Panel Arrangements and Rules of Procedure | |
| 28 July 2025 | PCC Introduction, Police and Crime Plan and Performance Update | <ul style="list-style-type: none"> To understand the PCC role and responsibilities To receive an overview of the Police and Crime Plan priorities To examine Police and Crime Plan delivery performance and impact to date. | The Police and Crime Plan is published on the PCC Website. The PCC's Accountability and Governance Board May 2025 discussed police and crime plan performance. |
| 28 July 2025 | Victim's Advocate and Protecting Victims and Witnesses | <ul style="list-style-type: none"> Introduction to the PCC appointed Victim's Advocate Natalie Queiroz, and her areas of responsibility. To understand the Police and Crime Plan Protecting Victims and Witnesses priorities: <ul style="list-style-type: none"> <i>I will increase compliance with the Victims' Code of Practice across the criminal justice system</i> <i>I will improve victim satisfaction with the police</i> <i>I will continue to commission high quality support services for victims.</i> | |
| 28 July 2025 | Panel Budget and Expenditure | To consider and approve the total budget and expenditure of the West Midlands Police and Crime Panel | Annual Report of the Lead Panel Officer. |
| 8 September 2025 | Neighbourhood Policing | <p>To receive a report on Neighbourhood Policing.</p> <p>To examine how the PCC is progressing with the Plan commitments:</p> <ul style="list-style-type: none"> <i>I will continue to re-build community policing in the West Midlands</i> <i>I will deliver my Neighbourhood Policing Guarantee</i> <i>I will increase Neighbourhood Police Officers and PCSO</i> | Item suggested at the WMPCP workshop. The session will examine the national and PCC neighbourhood policing guarantees, the neighbourhood policing performance framework, recruitment, and what residents can expect from local neighbourhood teams. |

| | | | |
|------------------|--|---|---|
| | | | <p>The Home Secretary announced the Neighbourhood Policing Guarantee in December 2024</p> <p>150 neighbourhood police officers have been secured for the West Midlands.</p> |
| 17 November 2025 | Thematic deep dive into PCC's Improving Road and Travel Safety plan commitments – including the associated metrics | <p>To understand the impact of activity the PCC has undertaken and his local, regional and national partnership work to deliver his Improving Road and Travel Safety commitments:</p> <p><i>I will work in partnership to reduce the number of people killed or seriously injured on our roads</i></p> <p><i>I will increase enforcement against "Fatal 4" criminal activity</i></p> <p><i>I will reduce organised criminal street racing on our roads</i></p> <p><i>I will increase third-party reporting to the police and the proportion leading to a positive outcome</i></p> <p><i>I will increase police seizures of vehicles unlawfully on the roads</i></p> <p><i>I will work in partnership to reduce crime on bus, train and metro</i></p> <p>To seek reassurance on the progress made to date through examining the related performance metrics</p> <p>To understand any challenges or risks to progressing these commitments and any mitigations put in place.</p> | |
| 17 November 2025 | Crime reporting and Bringing Offenders to Justice | <p>To understand and seek reassurance on the following issues raised by Panel Members relating to crime reporting:</p> <ol style="list-style-type: none"> Public confidence and what can be done to encourage people to report crime. Accessibility to reporting 101, 999, LiveChat, online reporting The progress and impact of PCC activity to deliver his Bringing Offenders to Justice police and crime plan commitments | |

| | | | |
|---------------------|---|--|--|
| January Date TBC | Member briefing on police finance and budget | To provide Panel members with briefing information about police finance and the funding settlement to prepare for the statutory duty to review the proposed precept in February. | |
| 2 February 2026 | PCC Proposed Policing Precept 2026 and budget. (Statutory Task) | Formally review the proposed policing precept 2025 and make a recommendation to the PCC. | This is a statutory duty of the Panel. The Panel has the power to veto the proposed policing precept. If this happens, the PCC will present a revised precept to Panel on 16 February 2025. |
| 2 February 2026 | Review of PCC Annual Report 2024/2025 | The PCC must publish an Annual Report on the exercise of functions in each financial year, and the progress made in the financial year in meeting the police and crime objectives in the police and crime plan. The Panel must invite the PCC to attend a public meeting at which it will scrutinise the annual report. | This is a statutory duty of the Panel. Following review of the Annual Report, the Panel must publish a report and recommendations for the PCC to consider |
| 16 February 2026 | <i>PCC Proposed Policing Precept for 2025/26</i> | <i>Formally review the proposed and revised precept</i> | <i>Provisional meeting date – if the proposed precept was vetoed on 3 February 2025. The Panel does not have a second veto.</i> |
| 16 March 2025 | Annual report on Complaints received by the Panel | The Monitoring Officer presents an annual report on the Panel's delegated complaints handling duties. | Annual Report of the Lead Panel Officer |
| 16 March 2025 | TBC | | |

Menu of Topics for Prioritising

The Panel work programme workshop identified the following topics, and the Panel is invited to prioritise and schedule onto the Panel calendar. This a live work programme and new items may be added, or items removed during the course of the year. Proposed aims and objectives may also be subject to change.

| Topic | Link to Police and Crime Plan | Scrutiny Objectives | Additional information |
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| Member Visit | TBC | The visit provides members with the opportunity to expand knowledge of key PCC activity. | |
| Anti – Social Behaviour | Rebuilding Community Policing | <p>To examine how the PCC is progressing with the Plan commitments:</p> <ul style="list-style-type: none"> - <i>I will prevent and reduce crime and anti-social behaviour, working in partnership</i> - <i>I will introduce a chain of responsibility with partners and escalation in ASB incidents</i> - <i>Increase support for victims of ASB</i> - <i>Increase the use of civil orders and current ASB powers</i> - <i>Increase awareness of ASB case review mechanism ensuring transparency and empowering victims</i> <p><u>Areas the Panel could examine</u></p> <ul style="list-style-type: none"> - A rise of 11.1% in ASB from previous year was reported in May 2025 - What focus is given to understanding the causes of ASB? - What support does PCC commission for victims of ASB? - ASB Case Reviews: new duty of PCCs in the Crime and Policing Bill - PCC and partner responsibilities in relation to ASB. - Is there anything local councillors can take back to their Community Safety Partnerships and Crime and Disorder Committees to improve partnership working? | Item suggested at WMPCP workshop. |
| Fraud and Cyber Crime | Preventing and Reducing Neighbourhood Crime | <p>To examine how the PCC is progressing with the Plan commitment:</p> <ul style="list-style-type: none"> - <i>I will increase the number of fraud and cyber-crime reports from the public</i> - <i>I will continue to develop a local ‘public health’ partnership approach to prevent, tackle and support victims.</i> - <i>I will work with partners to ensure children are educated about online harm.</i> | Item suggested at WMPCP workshop. Tackling fraud and cybercrime is one of |

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| | | <ul style="list-style-type: none"> - <i>I will ensure effective prevention and enforcement against online sexual abuse</i> - <i>I want to see Sexual Harm Prevention Order and Sexual risk Orders used to address online crimes</i> - <i>I will campaign for and support stronger regulation of social media companies.</i> <p><u>Areas the Panel could examine</u></p> <ul style="list-style-type: none"> - In May 2025 it was reported there was a 5.1 percent reduction in total fraud and cyber-crime reports compared to the previous year. - What is the PCC doing to encourage more reporting, partnership work and education. | <p>National Policing Priorities.</p> <p>Fraud Policing Research by The Police Foundation recommended a public health approach.</p> |
| Understanding the Causes of Crime | Prevention and Rehabilitation | <p><u>Areas the Panel could examine</u></p> <ul style="list-style-type: none"> - Causes of Crime – Reassurances that the PCC is confident that strategies being implemented to prevent and reduce crime are based on a comprehensive and up-to-date understanding of root causes? - What is the evidence base behind prevention strategies and how are changing social, economic, or technological factors are taken into account. | Item suggested at WMPCP workshop |
| Equal and Fair West Midlands | An Equal and Fair West Midlands | <p>To examine how the PCC is progressing with the Plan commitments:</p> <ul style="list-style-type: none"> - <i>I will ensure WMP takes strategic responsibility to prevent, tackle and eliminate racism, misogyny, homophobia and all forms of unlawful discrimination</i> - <i>I will ensure that individual WMP officers and staff receive relevant training and take personal responsibility to prevent, tackle and eliminate racism, misogyny, homophobia and all forms of unlawful discrimination.</i> - <i>I will ensure that WMP is more representative of the people and communities it serves by increasing the percentage of Police Officers, PCSOs and police staff from under-represented groups, including women and racially minoritised people.</i> | Item suggested at WMPCP workshop |

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| | | <ul style="list-style-type: none"> - <i>I will understand, address and challenge disproportionality in stop and search and wider use of force.</i> - <i>I will ensure WMP implements the National and West Midlands Police Race Action Plans.</i> <p><u>Areas the Panel could examine</u></p> <ul style="list-style-type: none"> - To be determined if topic taken forward | |
| Welfare and Wellbeing | People and Resources | <p>To examine how the PCC is progressing with the Plan commitment:</p> <ul style="list-style-type: none"> - <i>I expect the welfare and wellbeing of WMP officers and staff is adequately and properly provided for at all times</i> <p><u>Areas the Panel could examine</u></p> <ul style="list-style-type: none"> - Feedback and learning from WMP staff survey | Item suggested at WMPCP workshop |
| PCC Statement of Accounts | People and Resources | <p>To note the PCC accounts and seek reassurances on the accounts and audit. To provide the Panel with useful information and context to inform its scrutiny of policing precept in February.</p> | |
| PCC Medium Term Financial Plan | People and Resources | <p>To provide the Panel with useful information and context to inform its scrutiny of policing precept in February.</p> | |