

West Midlands Police and Crime Panel

Monday 5 January 2026 at 14:00 hours

Council Chamber, Walsall Council, Litchfield Street, Walsall, WS1 1TW. This meeting will be livestreamed at: [Upcoming - Auditel Scheduler](#)

More information about the Panel, including meeting papers and reports, can be found on the Panel website [West Midlands Police and Crime Panel Link](#)

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AGENDA

Supporting Document	Item	Topic	Approximate Time
	1	NOTICE OF RECORDING This meeting will be webcast for live or subsequent broadcast and members of the press/public may record the meeting. The whole of the meeting will be filmed except where there are confidential or exempt items.	14:00 hrs
	2	APOLOGIES	
	3	DECLARATIONS OF INTEREST (IF ANY) Members are reminded they must declare all relevant pecuniary and other registerable interests arising from any business to be discussed at this meeting. If a disclosable pecuniary interest is declared a Member must not participate in any discussion or vote on the matter and must not remain in the room unless they have been granted a dispensation. If other registerable interests are declared a Member may speak on the matter only if members of the public are allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless they have been granted a dispensation. If it is a 'sensitive interest', Members do not have to disclose the nature of the interest, just that they have an interest. Information on declaring interests at meetings is available on the Local Government Association's Model Councillor Code of Conduct .	
	4	POLICE AND CRIME PANEL MEMBERSHIP 2025/2026 The Panel is asked to note the change of membership from Birmingham City Council's City Council meeting dated 2 December 2025. Cllr J Scott is now appointed to the Committee as a named substitute in place of Cllr A Khan.	14:05

Supporting Document	Item	Topic	Approximate Time
Attached Pages: 3 - 9	5	MINUTES OF THE PREVIOUS MEETING To confirm the Minutes of the meeting held on the 17 November 2025	14:07
Attached Pages: 10	6	POLICE AND CRIME PANEL ACTION TRACKER To consider the progress of actions arising from previous Panel meetings.	14:10
	7	PUBLIC QUESTION TIME To receive questions from members of the public notified to the Panel in advance of the meeting. Any member of the public who lives, works, or studies in the West Midlands (other than police officers and police staff) can ask a question at the meeting about the Panel's role and responsibilities. Questions must be submitted in writing 4 days before the meeting to wmpcp@birmingham.gov.uk	14:15
Attached Pages: 11 - 79	8	BRINGING OFFENDERS TO JUSTICE DEEP DIVE INTO POLICE AND CRIME PLAN PRIORITY Report of the Police and Crime Commissioner To receive a report on the Bringing Offenders to Justice chapter as part of the Panel's deep dive into the Police and Crime Plan.	14:45
Attached Pages: 80 - 90	9	PANEL WORK PROGRAMME Report of the Panel Lead Officer To discuss the Panel's work programme.	16:30
	10	DATE OF NEXT MEETING 2pm, Monday 2 February 2026 at Birmingham City Council, Committee Rooms 3&4.	16:50
	11	URGENT BUSINESS To consider any items of business by reason of special circumstances (to be specified) that in the opinion of the Chair are matters of urgency.	

**MINUTES OF THE MEETING OF THE WEST MIDLANDS POLICE AND CRIME PANEL
HELD ON 17 NOVEMBER 2025 AT 14:00 HOURS – COMMITTEE ROOM 3, CITY OF
WOLVERHAMPTON CIVIC CENTRE, ST PETER’S SQUARE, WOLVERHAMPTON, WV1
1SH**

PRESENT: -

Members

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

Cllr Jilly Bermingham (Birmingham City Council)

Cllr Rashad Mahmood (Birmingham City Council)

Cllr Izzy Knowles (Birmingham City Council)

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

Cllr David Cole (Substitute Member for Solihull Metropolitan Borough Council)

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

Cllr Tersaim Singh (City of Wolverhampton Council)

Cllr Zee Russell (Substitute Member, City of Wolverhampton Council)

Amy Mullins-Downes (Independent Panel Member)

ALSO PRESENT: -

Simon Foster – Police and Crime Commissioner

Jonathan Jardine – Chief Executive, Office of the Police and Crime Commissioner

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

Esther Whittock – Policy Officer – Office of Police and Crime Commissioner

Tom Senior – Associate Director for Law & Governance and Panel Lead Officer (Dudley Metropolitan Borough Council)

Sam Yarnall –Scrutiny Officer (Birmingham City Council)

915 NOTICE OF RECORDING

The Chair 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.

916 APOLOGIES

There were apologies tendered on behalf of Cllr Richard Cole (Solihull MBC), Cllr Abdul Khan and substitute member Cllr Pervez Ahktar (Coventry MBC), Cllr Obaidah Ahmed (City of Wolverhampton), Ravinderjit Briaah (Independent Panel Member) and Adele Brown (Independent Panel Member).

917 DECLARATIONS OF INTEREST

No declarations of interest were raised at this meeting.

918 MINUTES OF THE PREVIOUS MEETING

RESOLVED –

That the minutes of the previous meeting held on 28 July 2025, be agreed and signed by the Chair.

919 ACTION TRACKER

The Scrutiny Officer presented the Action Tracker and advised that the information requested on the representation of neighbourhoods policing (action 911ii) had been circulated prior to the meeting and that the PCC's response to the vehicle crime public question (action 910) was included within the agenda pack. Members had no further comments.

RESOLVED –

That action 911ii on the representation and Neighbourhood Policing and action 910 the PCC's response to the vehicle crime public question at the last meeting be discharged.

920 PUBLIC QUESTION TIME

There were no public questions at the meeting.

921 CRIME REPORTING

Before the Commissioner presented the report, the Chair acknowledged the recent Ministerial announcement around the disbanding of Police and Crime Commissioners nationally at the end of their terms in office, 2028. The Commissioner confirmed his commitment to the delivery of his Police and Crime Plan and collaboration with the Panel.

The Commissioner highlighted that under the Police and Crime Plan him and his officers were committed in building the trust and public confidence in the Police. It was highlighted that increasing and sustaining crime reporting contributed to this. Part of addressing this was the improvement work on call response times to 999 and 101. The Commissioner said that the work to rebuild trust and confidence was a partnership approach and that he funded seven community partnerships which ensured that trust and confidence was being rebuilt. Members were told of work with local Business Improvement Districts (BIDs) as well as procurement of a public perception survey to gauge more accurate levels of trust and confidence in the Police.

The Head of Policy provided further information on the contents of the report. This included Delivery Plan RAG ratings that were monitored quarterly with any areas of concern reviewed by the Senior Leadership Team. Members were informed of areas of crime where confidence in reporting was low included hate crime, violence against women and girls (VAWG) and domestic abuse. It was said that there was a hate crime strategy that was in progress to address underreporting of hate crime. There was further work as part of the Commissioner's Accountability and Governance Board to support monitoring of crime reporting. Following the update Members asked the following questions.

Violence Against Women and Girls (VAWG):

- It was noted by members that public confidence in crime reporting was low, especially amongst female victims of domestic abuse and violence, and the Commissioner was asked what was being done to improve confidence of reporting and recording crimes. The Commissioner responded that he had funded independent domestic abuse advocates to support victims of domestic abuse navigate the criminal justice system. The work of the Victims Advocate

was highlighted and the collaboration with statutory sector partners to ensure the right support was there.

Public Confidence:

- Members raised concerns around confidence of reporting crime from diverse communities, especially amongst ethnic minority communities.
- The meeting discussed the role neighbourhood policing played in building trust and confidence in crime reporting and concerns were expressed at disparities in the level of neighbourhood team engagement with the community and elected members. Examples were given of ward councillors not invited to events or officers not taking up invitations to resident meetings. The Commissioner responded that the rebuilding community policing commitments included an expectation for the designated neighbourhood officers to engage with the local community, and this included an expectation of WMP attending local meetings. He committed to help facilitate the attendance of WMP officers. Members asked about when the public perception survey would be rolled out; the survey was said to still be under procurement with an anticipated start date of April 2026. The procurement process would ensure the provider could reach all the communities of the West Midlands.
- A question was asked on the training needs for officers that were recording evidence, especially in cases of domestic abuse offences. The Commissioner responded that Operation Vanguard was a dedicated force wide project to improve the quality of investigations and evidence led prosecutions.
- Members asked the Commissioner about efforts to increase hate crime reporting and address barriers to reporting. He highlighted the Hate Crime Strategy 2025-2029 and the commitment to expanding access to reporting through third-party reporting centres, commissioning dedicated support services for hate crime victims, and his expectation that West Midlands Police pursue evidence-led prosecutions and bring offenders to justice. The Chief Executive shared recent statistics on evidence-led prosecutions. There were now approximately 100 evidence-led prosecutions per month, and these have a relatively high positive outcome rate. Although the overall number of recorded hate crimes remained static, positive outcomes had doubled between 2024 and 2025.

Positive Outcome Rates:

- Clarification was sought on the disparity between positive outcome rates and the level of crime reporting. The Commissioner highlighted that positive outcome rates had improved, in some cases by 17% and he expected to see rates continue to improve. Responding to a question about grooming gangs, the Commissioner said there was a firm commitment to ensure that West Midlands Police worked in partnership to tackle all elements of child sexual exploitation and support victims including historic cases through Operation Hydrant. The Panel asked if this area could be included in the Bringing Offenders to Justice item in January 2026.
- Members asked about how the Commissioner's oversight of the improvement in 999 and 101 call handling translated to better victim experiences and more timely incident attendance. The Commissioner informed the Panel that the performance around call handling had greatly improved in the West Midlands. This included an average call /answer me of two to three seconds for a 999 call and 25 seconds for a 101 call. The average emergency 999 response was 10-minutes and a priority 999 response was on average 40 minutes. It was acknowledged that the response rate for Birmingham was comparatively lower to the wider West Midlands. This was not thought to be due to travel times but linked to allocation

and despatch of calls. The PCC continued to monitor work taking place to remedy this. It was noted that Local Area officers were called on response and abstraction data was being collected.

Data accuracy/integrity:

- Members enquired about the Commissioner's investment improve crime data integrity. The Panel were told that crime reporting was important to the Commissioner and that the investment was to support greater accuracy and integrity to the data.
- Members highlighted that the information presented to the Panel was text heavy and data could be hard to read. It was asked what public consultation had been done on how the data was presented. There was an acknowledgment that the data had not had public consultation, however KPI information was now available to the public on the Commissioner's website. In addition, a panel member briefing was planned on police performance. It was suggested that a panel member working group be established to consider the readability and presentation of data in panel reports. The Commissioner and his officers agreed to this.
- Members also asked about the comparison of crime recording to other similar force areas. The Commissioner asked if the Panel could write to him and the information could then be provided.

Finance and Business Crimes:

- Members asked how the Commissioner's oversight of the Chief Constable and the West Midlands Police ensured that they were working with retail and businesses to actively report crimes. The Commissioner responded that they were working closely with West Midlands retail partnerships as part of the Business Improvement Districts in the region to support collaboration. He had held roundtable events to support retailers and encourage crime reporting and offered to organise more. He had regular discussions with the Co-Op on retail crime and violence against retail staff.

Before agreeing the recommendations Members asked if the Hidden Harms Practice Guides could be shared with them. The Commissioner agreed to this.

RESOLVED – that

- i. The contents of the report be noted.
- ii. The Panel to form a working group to review the readability and presentation of data and KPI information presented in reports to the Panel.
- iii. The Panel writes to the Commissioner requesting crime reporting data compared to similar force areas.
- iv. The Commissioner provide Panel members with a copy of the Hidden Harms Practice Guide.
- v. The Commissioner be requested to include Operation Hydrant within his Bringing Offenders to Justice item to January 2026 Panel.

922 IMPROVING ROAD AND TRAVEL SAFETY – POLICE AND CRIME PLAN COMMITMENTS

The Commissioner presented the report to the Panel and highlighted that the work under his remit was to hold the Police and Partners to account to improving road and travel safety across the West Midlands. It was noted that the target within the Police and Crime Plan was ambitious, and it would take collaboration to improve the

situation as well as creating more robust enforcement.

The Policy Officer took the meeting through the presentation slides detailing the impact of activity the Police and Crime Commissioner had undertaken. She highlighted the relevant performance metrics and drew members' attention to the revised figure of 9% reduction of serious injuries on non-motorway roads. The presentation outlined changes to the governance arrangements for partnership collaboration through the operational and strategic partnership boards. The Commissioner also explained that he was pursuing his campaign to retain speeding fines locally but had not yet received a commitment from the Government.

The meeting was advised that the Police shared monthly data on speed enforcement to all local authorities in the West Midlands. This was to support consistency of data sharing as well as ensuring that schemes that were put in place had accurate data. Members were told that there had been delays with the data sharing on the numbers that had been killed or seriously injured on the roads but there had been improvements with weekly reporting to partners.

Members were told about the work of the Roads Policing Unit, the unit consisted of different teams such as the road harm prevention and the road crime teams. The Unit specifically looked to educate on road safety and tackle road crime through the use of camera enforcement. It also supported victims. Members were told that the Fatal 4 enforcement officer activity had increased by 24.1% and between April and June 2025 there was an increase of speed enforcement activations by 47%. This included an increase in the use of speed mobile vans and the use of community speed watch.

Members heard about Operation SNAP (Ops SNAP) and the work to identify concerns of road safety. Under this it was said that enforcement about driving without a seatbelt and driving whilst on the phone had increased. It was noted, however, that drink driving arrests had decreased by 4.2%. Members heard about Operation Hercules which related to road racing and noted a reduction. 58 individuals had been convicted under this with a further 42 individuals going through the court process. This operation had received an award in October 2025. There was ongoing work to tackle ghost plates under Operation Phantom. Following the update Members asked the following questions:

Operation SNAP

- Members asked about the resource pressure for Ops SNAP and recent legislative changes around ghost plates and off-road vehicles (i.e. quad bikes) has had on the operation. The Commissioner responded that from April 2025 there was a working agreement across the West Midlands for speed enforcement. This had supported the operation and the delivery of tackling road safety as a result to ensure greater partnership working. In terms of resources for Ops SNAP it was said that there was now further ring-fenced funding to increase the number of officers working on it from six to nine. It was noted that the numbers of reports had increased dramatically to over 2000 submissions from January 2025. It was also noted that the positive outcome rate was around 84% which included a warning letter being sent out to prosecutions. Members heard that there was further work going on to address offences from e-scooters and e-bikes as part of recent legislative changes.
- Members asked about the ways in which the force tackled the use of ghost plates. The Commissioner responded that there was investment into this and that there was more to be done. The Policy Officer reported on a recent pilot and test to capture the number of ghost plates being used and recognised. The outcome of the data was that there were nearly 8500 ghost plates in use in the West

Midlands. This would be addressed in future work following the publication of the road safety strategy from the department of transport.

- Members noted that there was a drop in positive outcomes for Ops SNAP and asked where they were to date with the outcomes. The Commissioner and his officers highlighted that once the new recruitment into the vacant posts had been completed, they hoped for an increase in positive outcomes. It was noted that the success of Ops SNAP had come from officers using overtime to answer queries, so the number of resources had decreased slightly during the period. There was a current positive outcome rate of 84% and there was work to improve this.
- There were questions on the filter process, and it was noted that further information could be provided on how the filtering of enquires for Ops SNAP would work.

Speeding:

- Members asked about speeding offences and whether ward elected members were being engaged with to support community speed watch. The Commissioner responded that he had funded 16 additional handheld devices for monitoring speed, and he wanted to see neighbourhood teams working with local councillors utilising this investment.
- Members commented on the discrepancies on how authorities addressed speed enforcement and the Commissioner highlighted that different authorities took different approaches to tackling road traffic offences.

Fatal 4:

- A question was raised on the rise of the Fatal 4 enforcement actions to 24.1% and asked what measurable impact had this on casualty reduction. The Commissioner's Policy Officer responded that the road safety partnership was overseeing the improvement of this. There was work to take and evidence-based approach to monitoring and enacting positive impact. The work was said to be very much in progress.

Other road safety offences:

- Members asked about the levels of anti-social behaviour increase on road safety and what was being done to improve this. It was further noted that the positive outcomes for parking offences and anti-social behaviour had little effect such as a warning letter rather than a fine being issued. The Commissioner responded that this was being improved under the work under Ops SNAP and the wider police and crime plan. The Commissioner further added that there was an impact from the funding formula and resources available to tackle the ongoing cases of parking offences and anti-social behaviour.
- Members asked whether near misses and non-fatal collisions were recorded accurately. The response received at the meeting was that there was working under the partnership board and were happy to enquire further and then report the information back.
- Members asked a further question on the parking offences and asked for a breakdown of the offences. The Commissioner reported that there was a trial with PCSOs to support enforcement with ticketing parking offences, Members recognised this, and the Commissioner further added that this trial would eventually be rolled out across the West Midlands.

Following the presentation, Members agreed the recommendation.

RESOLVED – that the information provided to the Panel on progress towards the Police and Crime Commissioner's Improving Road and Travel Safety Police and

Crime Plan objectives, be considered.

923 WEST MIDLANDS POLICE AND CRIME PANEL WORK PROGRAMME 2025/2026

The Scrutiny Officer presented the work programme report, highlighting the items planned for the January 2026 meeting as well as the planned site visit in December 2025.

RESOLVED – That:

- i. The work programme and menu of priority topics in Appendix A be noted.
- ii. The additional information requested for the January 2026 meeting and the formation of the member working group be made to the work programme.
- iii. The Panel Lead Officer, in consultation with the Chair and Vice Chair, refine the information deemed necessary to enable full scrutiny of work programme items.

924 DATE OF THE NEXT MEETING

Members were informed that the next meeting would be held on 5 January 2026 at Walsall Metropolitan Borough Council.

925 URGENT BUSINESS

There was no further urgent business discussed at the meeting.

Meeting closed: 16.59 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.	To Discharge: Site Visit- 12 December 2025 and information shared to Panel Members via email.
921	17/11/25	The Panel to form a working group to review the readability and presentation of data and KPI information presented in reports to the Panel.	To Discharge – Item on this agenda to establish working group.
921	17/11/25	The Commissioner provide Panel members with a copy of the Hidden Harms Practice Guide.	To Discharge – Guides circulated 19 December 2025.
921	17/11/25	The Panel writes to the Commissioner requesting crime reporting data compared to similar force areas.	To Discharge – Briefing Note circulated 22 December 2025.
921	17/11/25	The Commissioner be requested to include Operation Hydrant within his Bringing Offenders to Justice item to January 2026 Panel.	To Discharge – Item programmed for the March 2026 Panel agenda.

West Midlands Police and Crime Commissioner

Bringing Offenders to Justice

1. Purpose of report

1. This report is to provide the Police and Crime Panel with an overview of the commitments made in the Bringing Offenders to Justice chapter of the Police and Crime Plan 2025-29 (PCP), and what work has been undertaken so far, by the West Midlands Police and Crime Commissioner (PCC), to achieve those commitments.

Introduction

2. The Panel asked for this report to cover the Bringing Offenders to Justice (BOtJ) PCP commitments, and focus on these specific areas of interest:
 - The PCC's partnership work with criminal justice agencies, particularly in his capacity as Chair of the Local Criminal Justice Board.
 - How the BOtJ commitments link to the work of the West Midlands Victims' Advocate in supporting victims through the criminal justice process and tackling violence against women and girls (VAWG).
 - The related key performance indicators.
3. All of the individual commitments related to the BOtJ chapter, are set out in full in Appendix 1.
4. West Midlands Police (WMP) have prepared a paper on BOtJ for the Accountability and Governance Board (AGB). The AGB is designed for the PCC, Deputy PCC and the Victims' Advocate, to hold the Chief Constable and WMP to account for their delivery of the PCP. BOtJ was discussed at the AGB on 16 December 2025 and Section 6 of this paper summarises that discussion. WMP's AGB paper is attached in full at Appendix 2 and should be read alongside this paper, for a full overview of activity.

5. The BOTJ commitments, related to increasing the positive outcome rate for recorded crime, and ensuring maintenance of the highest standards of crime data integrity, are included in WMP's paper at Appendix 2. These commitments were also covered in the Crime Reporting paper, presented to Panel in November 2025 and therefore are not substantively included in this paper.

2. Working in partnership for an effective and efficient criminal justice system

6. The PCC works extensively with statutory criminal justice agencies, such as the Crown Prosecution Service (CPS), His Majesty's Court and Tribunals Service (HMCTS) and His Majesty's Prison and Probation Service (HMPPS), as well as wider criminal justice partners, to drive improvements in the Criminal Justice System (CJS). This work is outlined below. See Appendix 2, for detail on how WMP works with criminal justice partners.

Local Criminal Justice Board (LCJB)

7. The Police Reform and Social Responsibility Act 2011, sets out a duty on PCCs and other criminal justice agencies to work together, to provide an efficient and effective CJS for a police force area. PCCs commonly meet this duty, through Local Criminal Justice Boards (LCJB).
8. The PCC chairs the West Midlands Local Criminal Justice Board (LCJB). The LCJB brings together criminal justice partners in the West Midlands, to improve the efficiency and effectiveness of the local CJS, by identifying key priorities and delivering agreed objectives, addressing cross-cutting issues, and working to improve the experiences of victims and witnesses and reduce reoffending.
9. Attendance is comprised of senior decision makers from all CJS agencies including, the CPS, HMCTS, HMPPS, HMP Birmingham, WMP, and Youth Offending Teams (YOTs) and the Youth Justice Board (YJB). Membership also includes the Citizens Advice Witness Service, Victim Support, the Legal Aid Agency, representation from a defence solicitor, Heads of Community Safety Partnerships, NHS England (Health and Justice), Local Authority public health, and the West Midlands Combined Authority (WMCA).
10. The LCJB's strategic priorities, actions and success measures are set out in a Delivery Plan. The current Delivery Plan 2023-25, includes the following priorities and workstreams:
 - Ensuring compliance with the Victims Code of Practice (VCOP) across the CJS
 - Providing greater oversight around Courts performance
 - Providing greater oversight around CJS processes for domestic abuse (DA), including the DA specialist court
 - Conducting a gap analysis against the 7 pathways (9 for women) to reduce re-offending
 - Expanding the use of diversionary approaches, Out of Court Resolutions (OOCRs) and restorative justice in the West Midlands, ensuring appropriateness and proportionality of referrals and sustainable funding solutions

- Taking forward the WMCA Race Equalities Taskforce (RET) Criminal Justice action plan
 - Putting in place mechanisms to ensure lived experience feeds into the LCJB
 - Making key CJS data publicly available and communicated to the public.
11. The PCP commits to each key partnership Board having a needs assessment, a delivery plan, and performance metrics. The LCJB is therefore conducting a needs assessment, to inform the new Delivery Plan and related performance indicators. The needs assessment will be conducted by the OPCC Performance and Policy teams with input from various criminal justice partners. The new Delivery Plan will be co-produced with criminal justice agencies and people with lived experience of the criminal justice system, and will be underpinned by the needs assessment. It will also take account of best practice from other LCJB areas, and any direction or guidance set by the national Criminal Justice Board.
 12. The OPCC Performance team prepares and presents a quarterly data Performance Update to LCJB, to inform the Board's work. The Performance Update covers current data and trends in recorded crime and criminal justice, and current data on crime types of interest to LCJB, for example, DA, VAWG, and rape and outcomes for victims. It also reports on investigation-related outcomes for victims, CPS charge decisions, and timeliness at key stages of the CJS, so for example, average days from police referring a case to the CPS and charge authorisation. The West Midlands data is also compared to Most Similar Force areas, so we can understand performance comparatively. The Performance Update is based on recorded crime data from WMP, and regional partnership data from the CJS Delivery Data Dashboard, provided by the Ministry of Justice, National Police Chiefs Council, CPS, HMCTS and the Home Office.
 13. The LCJB is supported by sub-groups, that drive activity on behalf of the LCJB in priority areas. Sub-groups are usually made up of operational leads, in key criminal justice agencies or specialists/experts from third sector or other partner organisations. The LCJB currently has two active sub-groups: the Victims and Witnesses Delivery Group (VWDG) and the Women and Girls in the Criminal Justice System Delivery Group (WGDG).
 14. The VWDG aims to provide oversight of compliance with the Victims Code of Practice, improve victim satisfaction with the CJS, and to ensure appropriate support for victims and witnesses. It is chaired by the West Midlands Victims' Advocate. It works closely with the Victims' Commission. The group's current work strands are: measuring compliance with the Victims Code, establishing live court link systems, where victims and witnesses can provide evidence from remote locations, and oversight of the Domestic Abuse Joint Justice Plan.
 15. The WGDG aims to bring partners together, to progress the whole systems approach for women and girls in the West Midlands, in line with the MoJ Female Offender Strategy and Concordat. It is co-chaired by the Regional Probation Women's Lead and the OPCC Policy Lead for women and girls in the CJS. The group's current work strands are: reducing remand for women and working to remedy the gap in support provision for women on bail; preventing and reducing the criminalisation of domestic abuse survivors; and supporting the development of a strategy for young women and girls in the CJS.

16. Previously, the LCJB had a sub-group dedicated to Reducing Re-offending, focused on increasing the use of diversion, OOCRs, Community Sentence Treatment Requirements (CSTRs), and access to rehabilitative activity and support services for prison leavers. The group was paused in 2022, but there is a commitment to re-establish this.
17. The LCJB has recently agreed to stand up a Disproportionality Delivery Group, to identify and challenge racial disproportionality in criminal justice outcomes in the West Midlands, and to deliver on the disproportionality-related Delivery Plan actions. These two delivery groups, Reducing Re-offending and Disproportionality, will be stood up alongside the new Delivery Plan.
18. There are other linked partnership Boards that feed into the LCJB. The Regional Youth Justice Partnership Board (RYJPB), has been established to improve outcomes for children and young people involved in the youth justice system (YJS) across the West Midlands Metropolitan Area, and to ensure the YJS is consistent, fair and child-centred. The RYJPB is attended by the Heads of Youth Justice Services from all seven YOTs, as well as WMP, CPS, HMCTS and the YJB. Performance data is reviewed from all partners. The RYJPB reports to the LCJB about any concerns, themes or developments in youth justice, that need escalation or strategic consideration.
19. The PCC also works in partnership with wider regional and national Criminal Justice Boards, to drive criminal justice improvements. The PCC chairs the Regional Criminal Justice Board (RCJB), which extends to Staffordshire, Warwickshire and West Mercia PCCs and police force areas. Regional representatives from the CPS, HMCTS and HMPPS also attend. The RCJB provides joined up working on criminal justice issues across border, for example, tackling organised crime in prisons. The strategic priorities of the RCJB have just been reset, and include: support for prison leavers and continuity of care from prison into the community; increasing out of court resolutions and restorative justice; and disproportionality.
20. The National Criminal Justice Board (CJB), is chaired by the Lord Chancellor and Secretary of State for Justice with ministerial attendance, as well as senior leaders representing criminal justice agencies nationally. The OPCC Policy team regularly attend MoJ-run information sessions, which set out key national updates and direction. The West Midlands LCJB also write to the National CJB with any key issues that require national attention. For example, the West Midlands Victims' Advocate has recently written to the National CJB, to ask for national leadership to unblock barriers for criminal justice agencies, to share specific information on Victims Code compliance.

Crown court backlogs and prison overcrowding

21. The PCP specifically commits to work with partners through the LCJB, to address the challenges of Crown Court delays and backlogs, and overcrowded prisons.
22. LCJB has a standing item on prison population pressures, delivered by the Governor of HMP Birmingham who updates the Board on current capacity there, as well as national directives to ease population pressures, such as early release schemes, and the impact in the West Midlands region. As of September 2025, capacity across prisons in the wider West Midlands had improved.

23. LCJB also has regular agenda items from senior leaders in Probation, to update on the various early release schemes that have operated in the West Midlands, such as SDS40 and FTR48. An extraordinary LCJB meeting was held in September 2024 specifically to discuss SDS40 releases, for the Board's oversight. The most recent early release scheme, FTR48, is currently being implemented. The first tranche of releases began in September, and the last tranche is in November. As of late September, most prisoners who were eligible to be released had been and release planning had been done successfully. Senior Probation colleagues will continue to update LCJB on progress.
24. See Appendix 2 for WMP's activity on working with HMPPS, to ensure the efficient and safe release of people from prison, including their joint management of early release schemes.
25. Having standing items from HMPPS representatives, from both our local prison and the Probation service, have enabled LCJB to have oversight of how these pressures impact the full CJS in the West Midlands. For example, HMPPS have also flagged that the current Court backlogs, cause issues for both HMP Birmingham and staff's ability to make space available for upcoming demand. It causes issues for Probation staff's ability to release plan, as there is an increase in individuals being released at the time of sentencing, due to the time already spent in prison on remand.
26. Senior representatives from HMCTS report to LCJB and its subgroups on the Crown Court backlog in the West Midlands and the work being done to tackle this, such as reducing the number of ineffective trials. The OPCC is currently working with HMCTS to stand up a task and finish group, to provide greater oversight on courts performance and work with other CJS agencies, to create efficiencies where possible. This performance group will report to LCJB.
27. The latest LCJB Performance Pack, shows that in the last quarter (quarter 2 of 2025) the average number of days, from a case arriving at court to completing was 663 days. This number has been steadily reducing, and is a 15% reduction, when compared to last year's quarter (quarter 2 of 2024).
28. See Appendix 2, which sets out how WMP work jointly with the CPS and HMCTS, to improve timeliness from charge to completion of trial in the Crown Court. This is a KPI in the PCP. Current data shows that as of the year ending December 2024, the median number of days it took for a case to progress through the CJS, from charge to final court decision was 185 median days. This is nearly a 16% reduction from the year ending March 2024, when it took 220 median days.

Intensive Supervision Court

29. The PCC has committed to working in partnership with HMCTS and wider partners, to seek innovations in court processes to support vulnerable people. This includes for women in the criminal justice system, through intensive supervision courts (ISCs).
30. ISCs are a particular type of problem-solving court, that diverts people with complex needs who have offended, away from short custodial sentences, and into enhanced community-based sentences, which address the underlying causes of offending. ISCs

provide intensive supervision from the Probation Service, combined with wraparound support from a range of local services, overseen by a dedicated ISC judge. Compliance and progress against the sentence, are monitored by the judge through regular judicial review hearings. ISC judges can apply incentives to reward engagement and success, or sanction individuals who are not complying with the sentence requirements. In most cases, people can be sent to prison, if they do not meet the requirements of their sentence.

31. The OPCC worked in partnership, to successfully secure a pilot ISC for women in Birmingham Magistrates' Court. The pilot has now been running since June 2023, and is the first and only ISC for women nationally. The ISC works with women who have multiple complex needs, such as mental health issues, alcohol or drug use, and/or experience of DA, who would be eligible for a custodial sentence of up to 12 months or a suspended sentence. A multi-agency team, led by a dedicated judge, deliver an integrated package of gender-specific, trauma informed support, tailored to the woman to break the cycle of offending. The core delivery partners involved are HMCTS, Probation, WMP, local women's centres, and mental health and drug and alcohol treatment providers.
32. Two years on, the ISC continues to produce positive outcomes. In the last two years, 183 ISC orders have been granted to women and 13 women have successfully graduated from their orders. A process evaluation has taken place and the final report was published in November 2025. The evaluation found the women's ISC had helped to develop greater understanding of women's offending among the partnership, through its gender-responsive assessment framework, and there was a clear need for this dedicated, specialist service. The MoJ is also conducting a longer-term impact evaluation, which will include re-offending data.
33. The OPCC continues to work closely with the delivery partners, as Chair of the Birmingham ISC Strategic Board. The Strategic Board has attendance from senior leads within each criminal justice agency and delivery partners, and acts as a point of escalation for issues, relating to local partners and the delivery of the ISC model.
34. The MoJ has committed to expand ISCs, due to the success of pilot sites. The OPCC is keen for the women's ISC to be moved from a pilot to a business as usual, mainstream court model. Regulations have now been laid before Parliament and are due to commence on 25th December 2025, to continue the ISC for an additional three years, until 31 March 2029.
35. Due to the successful partnership approach, the PCC has committed to seek further court innovations with partners, particularly for repeat and persistent offenders of anti-social behaviour (ASB). This is currently being explored with the MoJ.

Reducing re-offending and promoting rehabilitation

36. The PCC has committed in his PCP, to working with partners to reduce re-offending and promote rehabilitation by:
 - Working specifically with HMPPS to oversee the efficient and safe release of people with convictions and their integrated offender management (IOM) within our communities.

- Seeking improvement in the provision of rehabilitation within the CJS and the continuity of care for people with convictions.
 - Supporting initiatives that address the essential needs of people who have offended, with a particular focus on employment and housing, as well as access to drug and alcohol treatment, and physical and mental health services.
37. As already mentioned, see Appendix 2 for WMP's activity, and their partnership working with HMPPS, to ensure the efficient and safe release of people from prison. This includes their joint management of early release schemes. It also covers WMP's risk management processes for high-risk offenders, such as Multi-Agency Public Protection Arrangements (MAPPA) and IOM schemes.
38. The OPCC delivered activity, and partnership delivered activity, driven or supported by the OPCC, related to these commitments, are set out below. This is an immediate area of focus and activity will increase. As already mentioned, a needs assessment is being undertaken to support LCJB and inform its new Delivery Plan. It is the intention, that the needs assessment will highlight any gaps in rehabilitation support, which the OPCC and partners can jointly work to address. This will likely become a strategic priority under LCJB, once its new Delivery Plan has been developed, subject to the Board's agreement.
39. RCJB has a strategic priority, focused on Continuity of Care and Support for People on Probation, and within this, accommodation is the central focus. Work is ongoing to understand the differences and issues with local authorities and probation. RCJB agreed in November 2025, that the issue of suitable accommodation for prison leavers and people on Probation, is to be escalated and raised at a national level, through the Association of Police and Crime Commissioner (APCC) Criminal Justice Portfolio meetings.
40. The OPCC and the Violence Reduction Partnership (VRP) commission various services, that address the essential needs of people who have offended.
41. The OPCC has funded an Enterprise to Employment programme since 2020. Employment specialists deliver employment, enterprise and training support to 18 to 35 year olds in Birmingham, who have been or at risk of being in prison. An independent evaluation, conducted by Birmingham City University, published in 2023 found that the cohort only had a 2.1% re-offending rate, statistically significant.
42. The OPCC funds New Chance, a specialist project for women who have been arrested, with the aim of diverting them away from the CJS at an early stage. The programme is delivered by Anawim, a women's centre in Birmingham, alongside key partnership organisations, who also deliver gender-specific support. An evaluation by the University of Birmingham, found that reoffending among New Chance service users with mental health issues was 35-37% lower and those who had substance misuse issues had a 51-55% decrease in reoffending.
43. The OPCC funds a substance misuse referral service, the Arrest Referral Service, within all seven of the WMP custody suites across the region. The service engages people who are in police custody and are addicted to drugs/and or alcohol, and connects them with treatment and other support services.

44. The OPCC also funds the Offending to Recovery programme (O2R), which aims to reduce retail offending by diverting people who are repeatedly offending due to drug and/or alcohol addiction, into treatment programmes or residential rehab. A process evaluation has shown the programme to be effective in reducing crime and has positively impacted the lives of offenders. During 24/25, O2R expanded from Birmingham to Coventry, Dudley, Walsall and Wolverhampton. See Appendix 2 for WMP's activity on O2R.
45. As well as commissioning support services, the OPCC is working in partnership to reduce re-offending. The PCC is the Chair and Senior Responsible Owner (SRO) of the West Midlands Combatting Drugs and Alcohol Partnership (CDAP). The CDAP Delivery Plan, contains an action to map and improve referral pathways and joint working between criminal justice drug and alcohol services and the wider treatment systems. This work is being driven, by an OPCC-led task and finish group.
46. The OPCC is working with the HMPPS Health and Justice Partnership Lead, to support regional work to improve access to physical and mental health services, for people who have offended. Health and Justice teams, from both Probation and NHS England, are represented at LCJB.
47. HMP Birmingham is establishing a new Departure Lounge for people being released, to ensure they have essential needs met on release. As of October 2025, the prison was averaging 400 releases per month. The PCC is supportive of this initiative.
48. The PCC has established a Second Chances Charter, which encourages businesses and organisations across the West Midlands to support and employ people with a criminal record, so as to break down the barriers that people with convictions face when trying to get a job, and to reduce re-offending. The PCP commits to refresh the Charter, and this work is underway with business and CJ partners. The OPCC is a Ban the Box employer and works with the Longford Trust, to offer short work placements to people who have been to prison.

Public involvement in CJS

49. The PCC has committed to increase opportunities for the public and those with lived experience to engage with and inform CJS processes.
50. The OPCC currently runs 11 community scrutiny panels covering Stop and Search, Use of Force and Police Custody. Each panel is made up of members of the public, including people who have lived experience of police powers or being in police custody. The Stop and Search Use of Force scrutiny panels review police stop and search records and body worn video across all LPAs, to ensure stop and search powers and any use of force is fair, proportionate and effective. After a successful pilot, we are currently establishing two new Youth Stop and Search Use of Force scrutiny panels, for children and young people aged 14 to 24. Similarly, the Custody scrutiny panel reviews custody records and body worn video from all custody suites in the West Midlands, to ensure any use of force or strip search is fair, proportionate and effective. Any concerns identified by the panels are fed back to the OPCC and WMP, to drive continuous improvements within policing process and practice in future. As of November 2025, there were 129 members of the public volunteering across our scrutiny panels.

51. We are currently recruiting for new members, to increase the resilience of our panels. Sign-up opportunities are designed to be simple and accessible, via registration forms and QR codes. Opportunities are advertised regularly, through our website and social media platforms, as well as posters being distributed across community centres, such as libraries and other public venues. We run specific youth events, school workshops and assemblies aimed at young people.
52. The OPCC also runs an Independent Custody Visitor (ICV) scheme, whereby members of the public volunteer to visit police custody blocks unannounced, to check on the treatment of detainees and the conditions in which they are being held. ICVs report to the PCC, who acts on any issues raised. Similarly, the OPCC runs an Appropriate Adult (AA) scheme, whereby members of the public volunteer, to support vulnerable adults detained in police custody. As of November 2025, there were 52 members of the public, volunteering across the ICV and AA schemes.
53. As well as community led scrutiny, the OPCC is committed to bringing lived experiences voices into our governance structures and commissioning processes. For example, the Arrest Referral Service was recommissioned in 2025. In developing the specification, the OPCC consulted with people who had lived experience and spoke to service users in custody, about their experience of the existing service. As a result, the new specification included, that providers should work alongside people with lived experience and local peer services, to develop approaches to peer support in custody and to support the transfer from custody to community services, to increase the number of people in treatment.
54. LCJB has a Delivery Plan action, to ensure lived experience feeds into its work. As such, LCJB has had presentations from Probation, to hear more about their Engaging People on Probation team, its peer mentor scheme, and how this can be built into the Board's work, such as co-developing our new Delivery Plan. As part of LCJB's work to increase diversion and use of OOCRs, Revolving Doors, a national charity and their lived experience members who had experienced diversion, presented at the Board.

3. Identifying and challenging disproportionality in the CJS

55. The PCC commits in his PCP, to identify and challenge disproportionality in the CJS, including workforce and criminal justice outcomes, to ensure fairness and justice for all.
56. WMP is committed to improving policing for Black people and has developed its own local West Midlands Police Race Action Plan (WMPRAP), a follow on from the National Police Race Action Plan, that sets out its commitment to providing a service that is anti-racist and inclusive for its Black and Black Heritage employees and the communities it serves. WMPRAP is focused on changing this through four areas: culture and workforce; powers and procedures; trust and reconciliation; and safety and victimisation. Progress against the WMPRAP is measured against a maturity matrix, which clearly sets out performance metrics under each workstream. Progress will be assessed both by WMP and community representatives.

57. The PCC has recently appointed an Independent Scrutiny and Oversight Board (ISOB), made up of members of the Black community in the West Midlands, to monitor the force's progress on implementing the WMPRAP. It is the first ISOB of its kind to be established by a PCC in the country.
58. The PCC is also a member of the West Midlands Combined Authority (WMCA) Race Equalities Taskforce (RET) and holds the Criminal Justice (CJ) workstream of the RET's five year strategy/plan, launched in 2023. The aims and actions of the CJ workstream are to create a fairer CJS that considers race, and makes every community feel safe. The actions include strengthening equality assessments with community voice, helping to build trust, tackling disproportionality in youth justice, improving data sharing, preventing race-related hate crime, reducing re-offending, and promoting leadership diversity. The LCJB has a commitment in their current Delivery Plan, to take forward these recommendations and work is ongoing. The Disproportionality Delivery Group, once established, will also have this workstream.
59. The OPCC is also working with and supporting other statutory criminal justice partners, on their work to identify and challenge disproportionality. For example, the CPS recently commissioned research, that found defendants from racially minoritised communities were significantly more likely to be charged for a comparable offence than white British defendants, and as such, published an action plan to tackle racial disproportionality in the CPS. The OPCC is a member of the newly established CPS' Local Scrutiny Improvement Panels on Joint Enterprise and Disproportionality in the West Midlands region, and Disproportionality Panels, whereby criminal justice and community stakeholders hear about the CPS' progress against their disproportionality action plan and provide input.
60. Data shows clear racial disproportionality in the YJS. The OPCC is a steering group member for the YJB West Midlands Regional Disparity Project, which aims to address and reduce racial disparities in the YJS. The Project will develop and deliver a co-produced culturally sensitive, trauma informed programme for use across the YJS, in line with the YJB 'Child First' vision, to ensure trauma, specifically racism, prejudice and discrimination are proactively considered. The Project is centred on co-production and a partnership approach – it is working with all 7 youth justice services across the region, multi-agency partners, and children with lived experience of the youth justice system and their families. The intended outcome of the Project, is that 80% of Black and mixed heritage children in the YJS across the West Midlands, will have been supported by and benefitted from staff and services adopting this approach, and will reduce re-offending. An independent evaluation is being conducted.
61. As well as working with statutory criminal justice partners, we are also working with community partners, such as Birmingham Race Impact Group (BRIG), to develop the policing and criminal justice thematic area of their 10-Year Race Equality Delivery Plan for Birmingham and the West Midlands. Through LCJB, the PCC has asked policing and criminal justice partners to contribute data and evidence on key racial disproportionality issues, and commit where possible to 10 Year SMART targets to tackle those issues. This work is ongoing.

4. Supporting all victims to engage with the CJS and receive positive outcomes

Working in partnership for victims in the CJS

62. The PCC commits to collaborate with partners to provide timely, compassionate support to victims, encouraging them to commence and maintain their engagement with criminal justice processes. There are various forms of partnership working across the region, some of which have already been mentioned, for example VWDG and others are set out below.

West Midlands Victims Commission

63. The purpose of the West Midlands Victims Commission, is to ensure that the voice of the victim is at the heart of local and national policy. It acts as an advisory body to the OPCC to support, influence and direct strategic decision-making in relation to victims and is committed to sharing expertise, knowledge and best practice, to ensure that there is cross sector learning on how to enhance and improve victims experience of the CJS and wider statutory organisations.
64. Membership of the Victims Commission, includes senior leaders from OPCC commissioned services and looks at issues faced by all victims of crime, as well as focusing on thematic areas.
65. Most recently, the Victims Commission has discussed issues faced by disabled people, when accessing the CJS. Disabled people are less likely to report crimes and experience additional barriers when accessing the CJS. This feedback was combined with a recent report by the national Victims' Commissioner and presented at VWDG, as CJS partners may not have the same understanding or access to victims voice and lived experience. VWDG will continue to discuss, how the recommendations from our Victims Commission and the national report, can be delivered for disabled victims in the West Midlands.

Exploitation and abuse boards

66. The OPCC coordinates strategic partnership boards, which focus on tackling key thematics within exploitation and abuse such as DA, Sexual Assault and Abuse, Modern Slavery/Human Trafficking and Exploitation. The boards all take a public health approach, that views tackling exploitation and abuse as a whole system issue, including addressing perpetrators. The boards have recently been restructured and are consulting with partners on a current delivery plan, which will include a workstream focused on addressing perpetrators of abuse, reducing reoffending, early intervention, and bringing offenders to justice.

Working in partnership with research and academia

67. OPCC and WMP are currently working with Birmingham City University, to understand how police responses affect victims of DA. This work will look at the impact of evidence led prosecutions, evaluation of Clare's law disclosures, and the impact of rapid video responses. Once complete, OPCC and partners will be able to better understand key parts of tackling DA and influence future policy development.

Criminal justice agencies compliance with the Victims Code

68. In line with the PCC's priorities around Victims Code compliance, LCJB and VWDG meetings in recent months have been dedicated to understanding where our CJ partners are at with their compliance levels. This work has included a presentation from WMP on their compliance dashboard, together with an ask to partners to provide information on their metrics.
69. To support these conversations, a series of victims' voice workshops are being planned in early 2026, which will seek to understand from victims directly what their experience of the Code has been, and to assess levels of awareness in relation to the Code. This work will underpin a regional Victims Code awareness campaign, which is currently under development.

Effective investigations for victims

70. The PCP sets out the expectation that WMP will deliver efficient and effective investigations, treating victims of crime with care, compassion and respect, while achieving positive outcomes for them. See Appendix 2 for WMP's activity.

Out of Court Resolutions for DA Offenders

71. In regards to DA, work is ongoing to ensure that OOCRs offer positive outcomes, where no further action would be the likely outcome. This is especially important for victims, who do not support a court or custodial outcome, but still require support. The OPCC is currently working with WMP to scrutinise cases where an OOCR is utilised, to ensure correct processes are followed and the safeguarding of the victim is included in any decision making.
72. The OPCC has also been working with providers of commissioned early awareness interventions, similarly to ensure safeguarding processes and parallel support for victims is appropriate and meets national standards.

Stalking

73. The Stalking Protection Order Project, has seen increased use of positive requirements for stalking perpetrators and the Alcohol Related Domestic Abuse (ARDA) OOCR has been made available for this purpose. The OPCC, WMP, CJ partners, and victim organisations are working together, to understand whether and/or how EASI can be safely and effectively used as a positive requirement, in Stalking Protection Orders (SPOs). This would offer enhanced opportunities for perpetrators to change their behaviour. This project is part of the wider multi agency partnership approach, to addressing Stalking and supporting victims.

Identification and support for repeat and vulnerable victims

74. The PCP sets out the PCC's expectation, that WMP will prioritise identifying repeat and vulnerable victims, so as to ensure proactive, preventative and early intervention actions are taken, to reduce further victimisation. We are working in partnership with WMP, to support identification and support for repeat, vulnerable and high-risk victims.

MARAC

75. Working in partnership to create and implement a quality assurance framework for high-risk DA cases, that are heard at a Multi-Agency Risk Assessment Conference (MARAC). It is important that high risk victims of domestic abuse are correctly identified and referred to MARAC, and that the MARAC itself is working effectively, to safeguard vulnerable victims and their families. The framework will be used to understand where there are gaps in practitioner knowledge, representation at the meetings and measure the effectiveness of actions set.

Introducing Drive to the West Midlands

76. The Home Office has announced a £53 million funding package, to support the national expansion of the Drive Project across England and Wales. Drive is an intervention working with people causing a high-risk, high-harm level of domestic abuse in their relationships, in order to prevent abusive behaviour and protect victims.
77. All PCC areas where Drive is not yet fully mobilised, will have the opportunity to access this funding over the four-year period. There is no competitive bidding process. Instead, a phased roll-out will be coordinated to ensure safe implementation, aligned with local readiness and infrastructure. The Home Office, Drive Partnership, and OPCCs, will work collaboratively to support this process.
78. Whilst we are pleased to be able to implement Drive locally, the PCC and Victim's Advocate have written to and engaged with ministers to seek a fairer approach to funding distribution, as we will be getting the same or similar funding as the smallest forces in the country. This approach to funding from the Home Office, further deepens the funding disadvantages experienced by the West Midlands.
79. The West Midlands is engaging with the Home Office and hopes to pilot Drive in one of our local policing areas (LPAs). We are in the process of selecting a local pilot site. We are taking a considered and evidence-led approach, to ensure our submission to the Home Office is accurate, reflective of local need, and positions us to secure support and funding, and to begin mobilisation at the right time.
80. This includes conducting detailed analysis, to inform site selection. A survey has been circulated to local authority domestic abuse leads and WMP, based on Drive's site selection guidance. Additionally, a meeting with all local authority DA Leads took place in September 2025, to identify system readiness, provide an opportunity to assess local appetite for Drive and identify potential pilot sites.
81. Our site selection process, will also be informed by data from the OPCC's Performance Team, alongside emerging findings from the DA Multi Agency Case Conference Review if possible, noting delays due to data sharing from WMP. We want to ensure the final decision is fair, transparent, and inclusive.
82. Once this analysis and engagement is complete and a site has been selected, we will finalise and submit the survey. Following submission, we will be invited to a one-to-one meeting with the Drive Partnership, to discuss next steps in more detail.

Encouraging reporting of underreported and hidden crimes

83. The PCP commits to encourage reporting of underreported and hidden crimes, ensuring victims feel confident, enabled and supported to come forward. See Appendix 2 for WMP's analysis of underreported crime types and work the force are doing to encourage reporting.

Resources on underreported and hidden crime

84. The OPCC continue to work within regional partnerships, to develop and publish guidance and frameworks, related to VAWG in the West Midlands.
85. Most recently, the OPCC has published the West Midlands Hidden Harms Practice Guide: November 2025. The guide aims to increase awareness of hidden harmful practices, by drawing together the views of partners on the necessary steps, to build regional capability and offers recommendations, to ensure a proactive response to hidden harmful practices and associated harms.
86. This document does not include an exhaustive list of harmful practices and by their very nature, many practices are hidden, and new types are constantly emerging. However, the guide does raise awareness of harms that occur around puberty, such as breast ironing and labia pulling, as well as dowry-based abuse and other harms such as conversion therapy. The guide will be refreshed every two years, to reflect the improvements made and seek to address ongoing gaps.
87. Similarly, the OPCC are currently developing a Stalking Practice Framework, using survey responses and feedback, from the stalking spotlight webinar in July 2025.

Funding for support services of underreported and hidden crimes

88. Victims may need access to support services, in order to feel confident and enabled to come forward. Through the 2025/26 Victims Fund, the PCC allocated £110,000 to organisations dedicated to exposing and addressing hidden harmful practices. This funding was specifically designed, to enhance support for survivors of female genital mutilation, 'honour'-based abuse, forced marriage and human trafficking, ensuring that specialist services can provide safety, advocacy and long-term recovery.
89. By directing resources toward these hidden forms of harm, the fund also aims to strengthen the wider system's capacity to identify, prevent and respond to other under-recognised abuses, including conversion therapy, transnational marriage abandonment and faith or spiritual-based abuse. This targeted investment, is to ensure that all victims of hidden harmful practices are seen, heard and able to access the support they need.

5. Technology in investigations

90. The PCP sets out the PCC's expectation, that WMP will use a wider range of evolving technologies, in lawful, ethical, proportionate and transparent ways, to increase the

efficiency and effectiveness of investigations. This includes data analytics, facial and biometric recognition and automated case file builds.

91. See Appendix 2 for information on WMP's activity on this, including a Large Language Model (LLM) artificial intelligence, to improve the recording of crimes, Outcome Review Compliance and Assurance (ORCA) robotics, to support crime data integrity and Victims Code compliance, and a CCTV registry to support investigations.
92. Any upcoming technology proposed by WMP's Data Analytics Lab that may have ethical implications, should be reviewed by the West Midlands Police Data, Technology, and Operational Ethics Panel. The Ethics Panel has been set up by the PCC and WMP, to provide expert and independent advice to both the PCC and the Chief Constable, on data science projects being proposed by the WMP. At present, the Ethics Panel in the West Midlands, is the only panel nationally and has been recognised by a parliamentary committee as good practice.

6. Accountability and Governance Board

93. BOTJ was discussed at the AGB on 16 December 2025. WMP presented its AGB paper, attached in full at Appendix 2. This section summarises the PCC's key lines of enquiry to WMP on its paper and the resulting discussion.
94. WMP set out their commitment to deliver timely, effective investigations, using evidence-led prosecutions. WMP has a strong strategic oversight and focus on what is needed to improve the quality and standards of investigation files, to meet the CPS' quality compliance. The gatekeeping approach has led to significant improvements, as has gaining early investigatory advice. WMP's gatekeeping model was adopted after reviewing best practice nationally and was then developed to be the most efficient and effective for WMP. Two years ago, WMP's compliance rate was at 40%. As of December 2025, it is now at about 70-71%. WMP are now focused on ensuring this rate and upward trend is sustainable.
95. The timeliness of case progression, has been improved by strong working relationships with CPS and HMCTS, refreshed Strategic Joint Operational Improvement Meeting (SJOIM) processes, co-locating with CPS prosecutors and the use of technology to improve communication and joint working.
96. WMP have seen an increase in positive outcomes, and as of December 2025, were in a significantly improved position in relation to victim-based crime outcomes, reporting at 1% below the national average. Improvements are being driven by ongoing training, including for supervisors, as well as quality audits, and victim satisfaction reviews. This has been a continual process, and WMP will continue to measure their progress and look for further improvements.
97. WMP have made significant improvements in evidence-led prosecutions, and the charge rate has continued to increase. Training is ongoing for investigators, to pursue all reasonable lines of inquiry and improve outcomes for victims. WMP have had an increased focus on understanding the reasons why victims may withdraw their support during the investigation process. Primarily, this is due to victims not wanting the suspect

to be prosecuted any further or because the victim did not support the investigation from the outset.

98. Another key reason is the length of time investigations take. WMP's systems have prompts, starting from the beginning of an investigation, to seek the victims' opinions/views, which is then considered during the investigation and to consider what the right outcome for the victim might be, and to ensure the right support is given. Work is ongoing to improve data collection and reporting, against relevant Outcome Codes on why victims withdraw, and the median length of time of investigations by crime type and department. This dataset will then show WMP what further action is required, to improve victim engagement.
99. WMP are currently focused on recording and measuring its compliance with the Victims Code, as it is currently underreported. WMP perform well on delivering mandatory Victims Needs Assessments and aim to embed the Victims Code rights into the needs assessment to drive improvements.
100. WMP have had a strong focus on securing and preserving evidence as quickly and appropriately as possible, with consideration to the victim, and ensuring that initial contact with the victim is positive, as quality investigations start at the outset. Operation Vanguard has focused on supporting investigators with collecting digital evidence, including securing evidence from mobile devices and CCTV.
101. WMP have recently streamlined the initial investigation question set, to build strong foundations for an investigation. The investigation process has supervisor approvals built in, to ensure investigation processes and files are to a sufficient standard. The initial supervisory checks are important in terms of the future of the investigation, particularly if it is a complex investigation, or if investigatory officers are young in service. Supervisors and officers will also review the victims needs assessment, to ensure victims are at the centre of investigations and their needs are met in the best way, and so they stay updated even if not going to court.
102. WMP gave assurances all individuals released from prison are risk assessed prior to release. WMP have increased the number of sex offender managers as additional resource had been secured. IOM case managers, do not exceed their caseload limits. Multi Agency Case Conferences (MACC) and Multi Agency Public Protection Arrangements (MAPPA) work well. As set out in the AGB paper at Appendix 2, in some cases there are delays in WMP receiving MAPPA screenings from Probation, however every individual is still managed.

7. Police and Crime Panel Key Performance Indicators

103. The latest data for the Key Performance Indicators (KPIs), within the Bringing Offenders to Justice Data section of the Police and Crime Plan, can be found within the [public dashboards](#).
104. The first KPI in the Bringing Offenders to Justice section, focuses on positive outcome rates. A positive outcome refers to cases where, the police have taken formal action

against an offender or resolved the crime in a way considered successful, under the Home Office outcomes framework.

105. Positive outcomes include:

- **Outcome 1:** Charge or Summons
- **Outcome 2:** Youth Caution or Youth Conditional Caution
- **Outcome 3:** Adult Caution or Adult Conditional Caution
- **Outcome 4:** Taken into Consideration (TICs)
- **Outcome 5:** The Offender has Died (all offences)
- **Outcome 6:** Penalty Notice for Disorder (PND)
- **Outcome 7:** Cannabis Warning
- **Outcome 8:** Community Resolution (CR)
- **Outcome 22:** Diversionary and Educational Activity

106. The positive outcome rate, is a way to measure how successful the police were in achieving detections, compared to the total number of crimes recorded. Therefore, the positive outcome rate is calculated, by dividing the number of positive outcomes, by the total number of recorded crimes.

107. In terms of the Police and Crime Plan's commitment to increasing positive outcome rates, the latest data in the performance dashboards, show that the overall West Midlands Police (WMP) positive outcome rate for year ending June 2025 was 13.5%, an increase of 5.6 percentage points against the baseline.

108. Figure 1 shows the trend for recorded crime and positive outcome rate. The positive outcome rate has shown consistent growth over the past three years, reflecting ongoing improvements in case resolution and investigative effectiveness, in tandem with reductions in recorded crime.

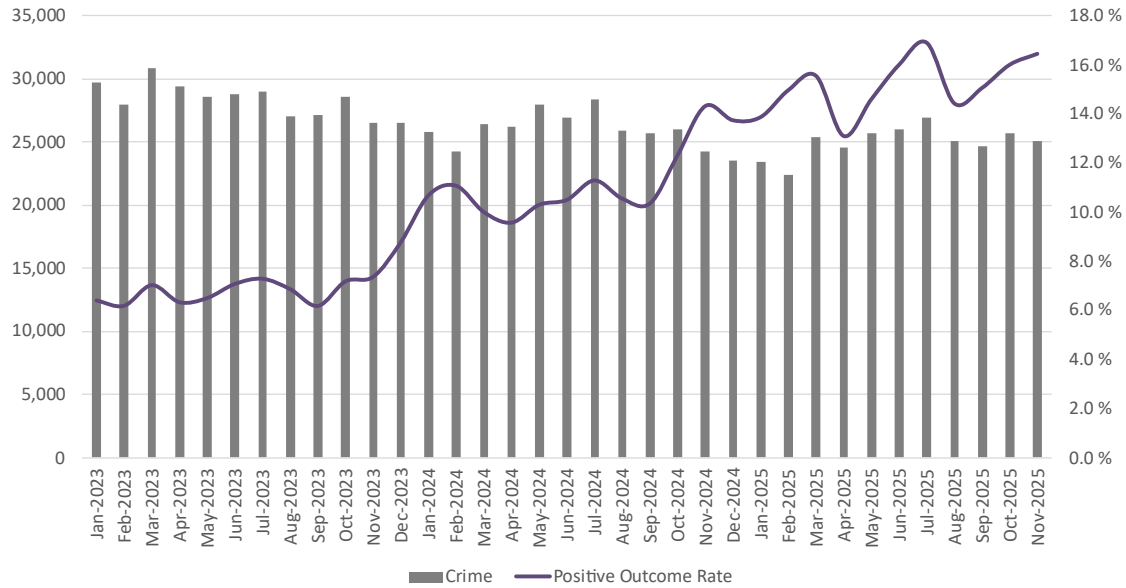


Figure 1 WMP Recorded Crime and Positive Outcome Rate Three-Year-to-Date Trend

109. When analysing positive outcome proportions by offence class for year ending June 2025, notable differences emerge across crime types. As illustrated in Figure 2, drug offences record the highest proportion of positive outcomes at 70.6% (driven by out-of-court resolutions), followed by possession of weapons at 35.1%. In contrast, vehicle offences show the lowest proportion of positive outcomes at 3.9%, with arson and criminal damage coming in second lowest low at 9.5%. The remaining offence classes exhibit similar proportions, though Theft and Violence Against the Person account for a comparatively larger share of overall number of crime records.

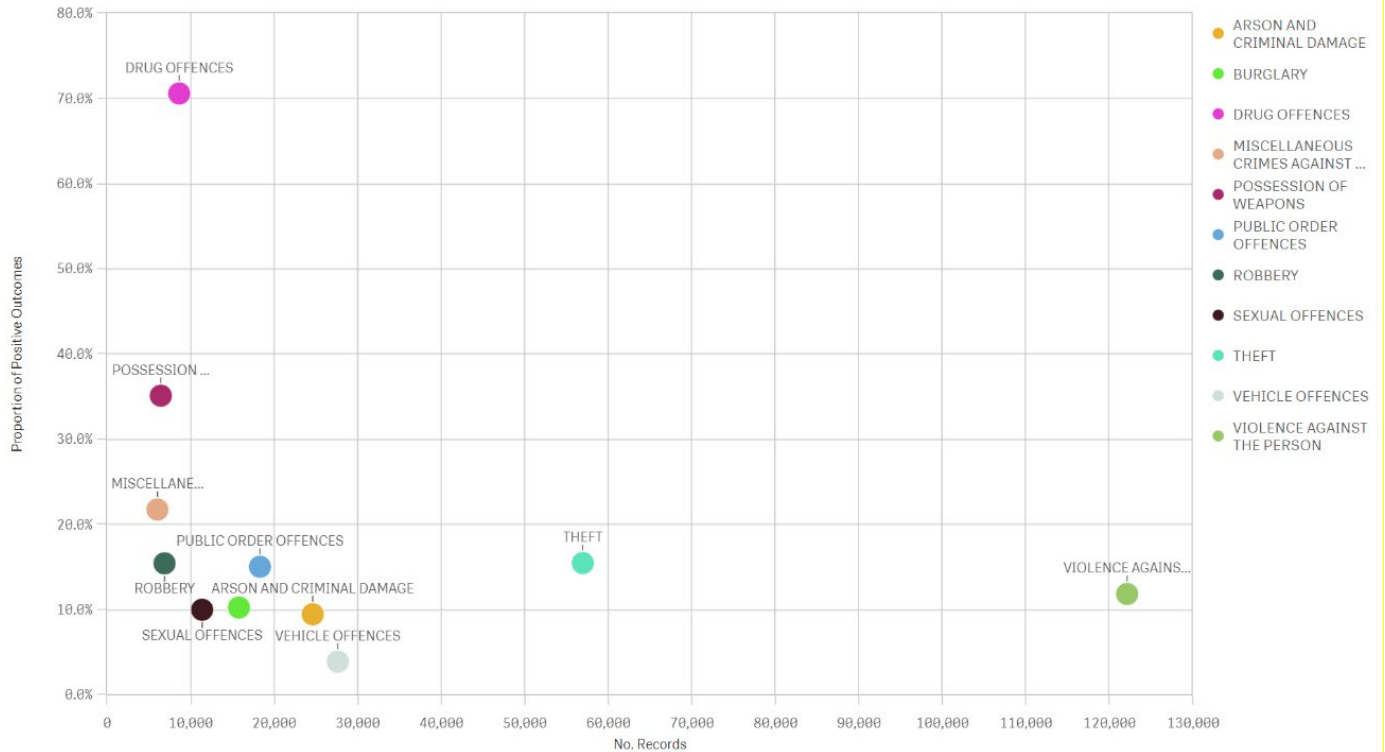


Figure 2 Proportion of Positive Outcomes by Recorded Crime between each Offence Class

110. When comparing across Most Similar Forces (MSFs), the latest available public data covers year ending March 2025, a three-month delay behind the data presented above. Figure 3 illustrates positive outcome rates for WMP and its MSFs, compared with the England and Wales average of 14%, for the year ending March 2025. Greater Manchester Police, WMP, and West Yorkshire Police all fall below the national average, while Merseyside exceeds it by 4 percentage points. Overall, WMP's performance, is broadly consistent with most of its MSFs.

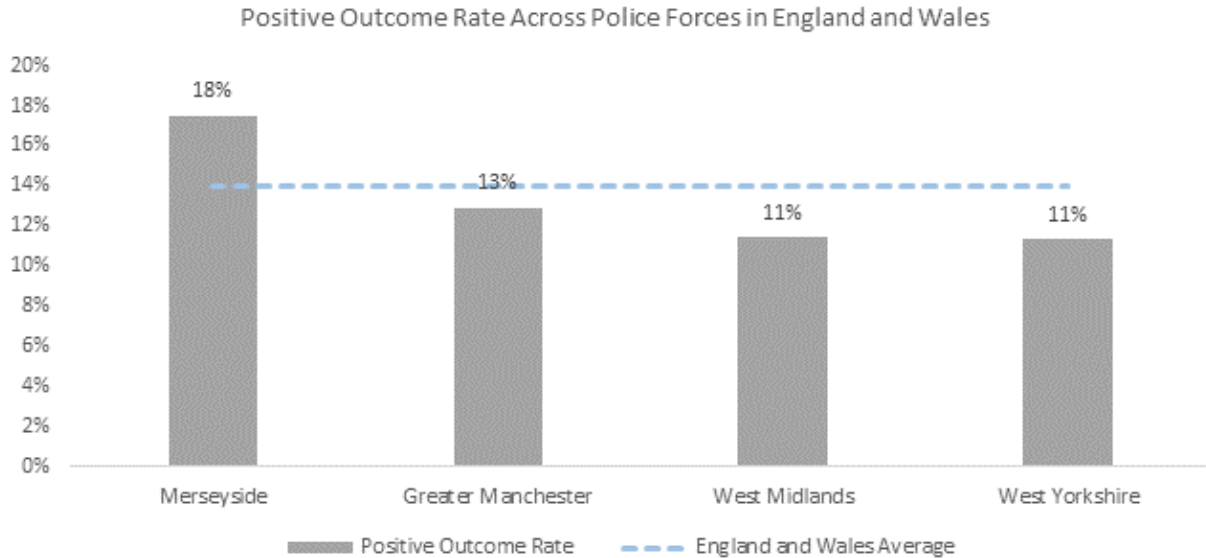


Figure 3 Positive Outcome Rate across WMP, MSFs, and national average, for year ending March 2025

111. The next KPIs that focus on reducing investigations stopped due to insufficient evidence or victims withdrawing their support, have remained mostly invariable. Outcome code 16 was addressed in the Bringing Offenders to Justice paper presented to AGB on 16th December (see appendix 2).

112. Outcome Code 15, used when the victim supports action, but evidential issues prevent progression, currently accounts for 11.8% of all outcomes. This reflects a modest decrease of 0.1 percentage points, compared to the baseline figure of 11.9%.

113. Moreover, Crime Data Integrity (CDI), remains an important priority, with the Police and Crime Plan aiming for near-full compliance. Current performance for this KPI, shows WMP achieving CDI compliance rates of 84.6% for violence offences, 91.5% for sexual offences, and 92.5% across all other categories. These figures are slightly below the 2024 baseline rates of 92.0% for violence, 95.2% for sexual offences, and 94.1% for other categories.

114. Enhancing the timeliness of case progression to Crown Court, is a key objective within the Police and Crime Plan. In the year ending March 2025, the median number of days from charge to case completion at Crown Court fell to 183 days, a significant 16.8% reduction, compared to the baseline of 220 days, in the year ending March 2024. Figure 4 details the trend over several years, notably the green line.

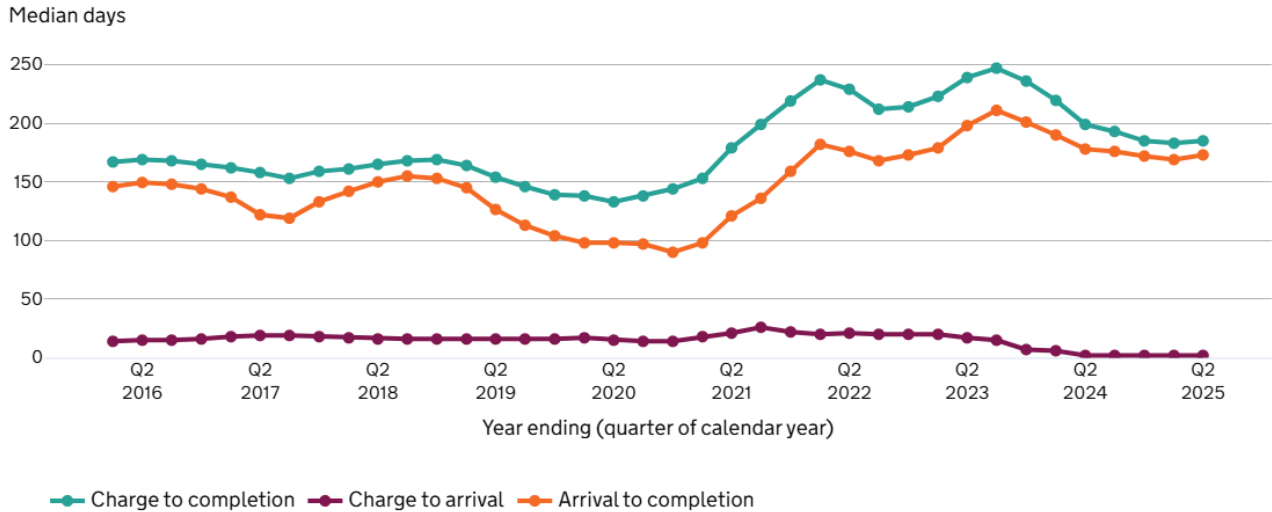


Figure 4 Average days (median) from charge to completion at Crown Court

115. The KPI surrounding Crown Prosecution Service (CPS) case quality compliance, has shown modest improvement. As of June 2025, 72.9% of WMP case files met CPS quality standards, a 13.4 percentage point increase, from the April 2024 baseline of 59.5%. This reflects progress in case file preparation and greater alignment with national standards.

116. The evidence-led prosecutions KPI, is still under development and there is not yet an agreement on the baseline for this KPI's data capture. However, this was addressed in the Bringing Offenders to Justice paper at AGB on 16th December (see appendix 2). Work will continue to finalise the data capture for this KPI, and more prescribed reporting will be supplied in future performance reports.

8. Conclusion and recommendation

117. As can be seen from the above, there is much activity being undertaken by the PCC and WMP, to deliver the BOTJ commitments. The PCC will continue to work with WMP and criminal justice partners, to deliver on this section of the PCP.

118. The Recommendation is that the Panel, note the contents of this report.

Appendix 1

Police and Crime Plan - Delivery Plan tracker

Every quarter, an update and RAG Rating is provided, for each commitment in the Police and Crime Plan. Below is a table of the individual commitments related to the 'Bringing Offenders to Justice' chapter of the Police and Crime Plan, and the RAG rating for quarter 2 2025/26. The update for quarter 2 activity was inputted in October 2025.

Commitments 222, 225, 226, 227 and 228, highlighted below, were included in the Crime Reporting paper presented to Panel in November 2025, and are included here for completeness.

222 - WMP to increase the positive outcome rate for all recorded crimes and increase the use of evidence-led prosecutions, particularly in cases of domestic abuse, rape and other sexual offences, modern slavery, human trafficking and criminal exploitation	Green
223 - Encourage reporting of underreported and hidden crimes, ensuring victims feel confident, enabled and supported in coming forward.	Green
224 - WMP to use a wide range of evolving technologies, including data analytics, facial and biometric recognition and automated case file builds, in lawful, ethical, proportionate and transparent ways, to increase the efficiency and effectiveness of investigations	Green
225 - WMP to maintain the highest standards of crime data integrity, including through use of technology.	Amber
226 - Crimes to be recorded promptly and commit to continuing to publish crime and performance data transparently and in a timely manner.	Green
227 - Increase opportunities for crime reporting and address reasons why some crimes are underreported.	Amber
228 - Make the crime reporting process accessible and user-friendly, enabling victims to more easily share information with WMP	Green
229 - Ensure WMP prioritise identifying repeat and vulnerable victims, so as to ensure proactive, preventative and early intervention actions are taken to reduce further	Green
341 - Ensure WMP prioritise identifying repeat offenders, so as to ensure proactive, preventative and early intervention actions are taken to reduce re-offending.	Amber

230 - WMP needs to continue to improve its capability and quality of investigations i.e. conducted promptly and to a high standard by well-trained officers and staff, who gather evidence efficiently and diligently and follow all reasonable lines of enquiry, with effective use of Investigation Plans and the provision of appropriate and necessary supervision.	Green
231 - WMP to deliver effective investigations, treating victims with care, compassion and respect, while achieving positive outcomes.	Green
232 - Prioritise resourcing for investigations, to ensure they are completed promptly and effectively in compliance with the Victims' Code, reducing the number of cases discontinued due to insufficient evidence.	Green
233 - Work with partners locally (as chair of LCJB), to drive improvements and address these challenges (long crown court backlogs and overcrowded prisons), seeking increased authority from government.	Amber
234 - Increase community engagement and opportunities for the public and those with lived experience to inform CJS processes.	Green
235 - Encourage the use of early investigative advice and strengthen collaboration between WMP and the CPS, using a gatekeeper approach to enhance performance.	Amber
236 - Continuous improvements in the quality of casefiles prepared by WMP and submitted to the CPS.	Green
237 - Collaborate with partners to provide timely, compassionate support to victims, encouraging them to commence and maintain their engagement with criminal justice processes.	Green
238, 239, 240 - Work with the Courts and Tribunal Service and wider partners, seeking to innovate in court processes to support vulnerable people – women in the CJS, mainstream Intensive Supervision Courts (ISC) and ISC type model for anti-social behaviour.	Green
241 - Work in partnership with the Prison and Probation Service, to oversee the efficient and safe release of people with convictions and their integrated offender management within our communities.	Amber
242 - Seek improvements in the provision of rehabilitation within the CJS and the continuity of care for people with convictions.	Amber
243 - (To rehabilitate, prevent and cease re-offending) Work with partners and support initiatives, that address the essential needs of people who have offended, with a particular focus on employment and housing, as well as access to drug and alcohol treatment, and physical and mental health services.	Red

RAG Rating Key
On track – can be delivered by lead
Not on track – requires support from SMT lead to resolve
Not on track – requires support from wider SMT to resolve

Appendix 2

West Midlands Police paper on Bringing Offenders to Justice, submitted to the Accountability and Governance Board for 16 December 2025.

Attached as a separate document.

Appendix 3

Bringing Offenders to Justice power point slides, for presentation on 5 January 2026.

Attached as a separate document.

ACCOUNTABILITY AND GOVERNANCE BOARD

16th DECEMBER 2025

Bringing Offenders to Justice

Presented by: Detective Chief Superintendent Tony Hopkins, T/Detective Superintendent Harrison & Chief Superintendent Andrew Parsons

Cover Report

1. Police and Crime Plan

1.1 This report outlines a strategic programme across the West Midlands Police force area to accelerate offender accountability by delivering timely, evidence led investigations whilst systematically upskilling investigators to secure convictions while preserving public trust. These coordinated efforts directly advance the '*Bringing Offenders to Justice*' priority of the Police and Crime Plan 2025-2029 by strengthening operational capability, improving victim outcomes and reinforcing community confidence in policing.

2. Ensure maintenance of the highest standards of crime data integrity

2.1 In terms of governance, WMP has a dedicated Crime Data Integrity Board chaired by a Chief Superintendent. This reports to the Investigation and Justice Board chaired by ACC Crime. This board is dedicated to improving the overall criminal justice service to victims of crime, dealing with issues of investigation and case management, as well as ensuring that crimes are accurately recorded.

2.2 WMP are in the process of developing two significant technical applications to improve the accuracy and efficiency with which they record crimes. These include a form of Large Language Model (LLM) artificial intelligence that can assess the written narrative in a log and/ or crime report and apply Home Office Counting Rules. Initial testing of this system has produced very accurate results, based on the submission of very complex reports. In the future, it is hoped this tool can be used by staff and officers to ensure highly accurate recording of crimes.

2.3 In addition to this, WMP has very recently started using a Missing Crime Application. This system scans all logs and identifies ones which are likely to be missing a crime and can

produce a rating as to how likely it is a crime has been missed. This will allow an increased focus on the incidents that need correcting. This is potentially significant as before this was introduced, officers and staff spent a lot of time checking a large number of logs that had correctly recorded crimes.

2.4 Even a force with an inadequate grading for crime data integrity could expect to have 85% of its crimes accurately recorded, meaning that a traditional macro quality assurance involves a lot of wasted effort. There is a limit to how many resources can be dedicated to checking and correcting records. This application will hugely increase WMP's efficiency in this area.

2.5 Training all frontline and support officers and staff in Home Office Counting Rules has been notoriously difficult. The LLM approach provides a new opportunity to secure and maintain a high standard of crime recording, without extensive training of new recruits and the continuous retraining of employees within the organisation.

3. Working with partners to improve timeliness of case progression from charge to completion of trial in the Crown Court

3.1 WMP has a strong history of fostering positive working relationships with colleagues in the Crown Prosecution Service and His Majesty's Courts and Tribunal Service to achieve justice for the communities of the West Midlands. These relationships have continued to develop over time and with the introduction of new technologies, have been fundamental in working together to overcome system wide challenges.

3.2 The Strategic Joint Operational Improvement Meeting (SJOIM) has developed to provide an enhanced oversight of performance, ensuring issues impacting timeliness can be identified, understood and resolved or mitigated effectively. The link between SJOIM and JOIM has been strengthened, ensuring the operational approach better reflects the strategic direction given by senior leaders within WMP and CPS. This includes the adoption of new ways of working to improve relationships and reduce delays.

3.3 Consequently, WMP case progression officers are now co-located with CPS prosecutors three days a week, increasing the access to information both organisations hold and reducing the need for time consuming escalations. The use of MS Teams has also been implemented to allow officers and prosecutors to liaise directly, particularly where questions are raised around action plans that have been set. Again, this more direct and immediate communication increases timeliness and reduces the likelihood of delays within the system.

3.4 Where escalations from CPS are necessary, WMP now has a daily review of all 2nd and 3rd escalations to ensure appropriate action is taken promptly; they are progressed effectively, and responses are shared with CPS at the earliest opportunity. On a weekly basis, CJS shares data, broken down by Department and Team, which shows all outstanding action plans. This is circulated to all Crime Managers for them to ensure the relevant action is taken.

3.5 There is also a joint CPS/WMP weekly Trial check meeting for both the Magistrates and Crown Court. This meeting is held to ensure that cases are trial ready and/or to highlight issues that require resolution to ensure they are trial ready within the relevant time. In support of this, there is also a weekly meeting with WMP, Regional Forces, HMCTS, CPS and Witness Service to identify and resolve any issues impacting the CJ Process and to share good practice or changes.

4. Increasing the percentage of West Midlands Police cases that meet Crown Protection Service file quality compliance on first submission

4.1 West Midlands Police have placed a significant focus on increasing the quality of files submitted to the CPS to increase DG6 compliance. DG6 is a national measure of file quality against which all Forces are measured and refers to the Director's Guidance on Charging (6th Edition), a set of guidelines issued by the Crown Prosecution Service (CPS) in England and Wales for police and prosecutors to follow when making charging decisions in criminal cases.

4.2 The purpose of DG6 is to ensure that cases are referred to the CPS at the right time and that prosecutors have the correct information to make a decision. The guidance outlines responsibilities for both police and prosecutors throughout the investigation and prosecution process, including the information and material required for a charging decision.

4.3 Strategic oversight of the improvement in file quality was initially maintained through a File Quality Gold, chaired by ACC Crime. This Gold group broadened to become the Criminal Justice Performance Board which has evolved more recently into the Improving Investigations and Justice Board.

4.4 The evolution of strategic governance in this area has brought the improvements in crime investigation closer together with file quality, increasing accountability and scrutiny at each stage and at all levels. This has also enabled targeted interventions to take place at a tactical level with departments, teams and individuals who needed additional support to improve file quality compliance. Guidance is available more

generally to all staff through the CJS site, with CPS assisting in the co-production of products.

4.5 National scoping enabled the Force to understand the different approaches being taken to increasing file quality and significant investment has been made in the “Gatekeeping Approach”. “Gatekeeping” involves trained case progression officers conducting internal reviews of each file against DG6 standards prior to submission of the file to CPS. To better understand the investigation processes used by staff who build files, each case progression officer is undergoing PIP1 investigative training.

4.6 The overall impact of the investment made by WMP in this area has been significant. The Force has moved from the bottom quarter of all Forces (achieving a DG6 compliance rate in the mid 40%) to the upper half of all Forces with a compliance rate varying between 67% and 70%, as demonstrated by the graph below. This improvement has been recognised by Forces in our Most Similar Group, with requests to come and see the approach we have adopted.



5. Increase the positive outcome rate for reported crimes

5.1 Our objective is to increase the positive outcome rate for reported crimes. Progress to date shows total recorded crime positive outcomes have risen from 3.6% in 2023 to 15.7%, while victim-based crime outcomes improved from 4% to 12.8%. This progress is supported by Operation Vanguard, which strengthens investigative capability, and a crime allocation policy that assigns cases to appropriately skilled investigators within 48 hours.

5.2 High call- handling performance enables prompt response and evidence capture; investigation plans and supervisory reviews are tracked through governance and performance meetings to ensure accountability and quality. Ongoing training initiatives including Outcomes training, the PIP1 supervisor pilot, audits, and bespoke feedback which underpin continuous improvement.

6. Reduce investigations terminated due to insufficient evidence of victims withdrawing their support

6.1 Our aim is to reduce investigations closed for insufficient evidence when victims withdraw support. Outcome Code 16 has reduced from 27.6% in March 2023 to 19.2% in October 2025. Progress shows victim engagement improvements have contributed to higher outcome rates, and audits confirmed 93.8% of outcomes are correctly applied, therefore supporting data integrity and compliance. Initial Investigation Question Sets (IIQS) prompt early consideration of restorative justice and evidence-led prosecutions, while Outcome Code 16 requires a documented rationale for victim withdrawal to drive ongoing engagement improvement. The two dominant subcodes are rationale C, where victims no longer want suspects prosecuted and rationale G, victims not supporting at any time and decline a rationale. Feedback from the Victim Satisfaction Survey and Citizen Satisfaction Survey helps identify gaps and improve service; Victim Code compliance is tracked via dashboards – currently 81.8% of victims are kept informed and 91.2% have a completed Victim Needs Assessment.

7. Increase use of evidence led prosecutions to enable justice to be delivered where victims are unable to support the process

7.1 Our aim is to increase the use of evidence-led prosecutions so justice can be delivered when victims are unable to support the process. ELP cases have increased from 226 between August 2023 and August 2024 to 674 between April and August 2025, with charge rates reaching a peak in June of 83.3%, reflecting significant progress in both volume and outcomes. System prompts embedded in IIQS and investigation plans encourage consideration of ELP from the outset, whilst the Body Worn Video Policy directs its use for key crime types to capture best evidence. Operation Excellence and the PIP1 Supervisor Pilot training provide guidance on identifying and pursuing all reasonable lines of enquiry.

ANNEX ONE

Background Report

1 Action ref 227: Increase opportunities for crime reporting and address reasons why some crimes are under reported.

1.1 Several crime types are recognised as under reported (distinct from under recorded). The Crime Survey for England and Wales remain the most reliable indicator and identifies Fraud as one of the most under reported crimes, estimating about 14% of cases being reported to Action Fraud or the police. Many frauds impacting UK victims involve an overseas element and often victims have a feeling of embarrassment or shame having fallen victim to Fraud.

1.2 WMP is addressing this by improving victim pathways by providing them with the right support, access to the right resources and targeted communications with financial partners to raise awareness and reduce stigma.

1.3 Reports of Fraud disseminated to WMP has seen an increase of 11% in the first 6 months of 2025. Levels not seen since the height of Covid when online Fraud was at its peak.

1.4 Other Crime types identified as being under reported include Domestic Abuse and Sexual offences. Domestic Abuse is seeing a rise in reporting with 400 more offences (1.3%) in the first 6 months of 2025 compared to the previous year. Sexual based offences also have seen a 3.8% increase (+250 more offences).

1.5 Several communication campaigns to improve pathways are currently in development such as: A domestic abuse leaflet aimed at all genders. This incorporates information on what domestic abuse is, the various types of abuse, support services that are available to both genders, and how to report to police. A suite of new posters has also been developed to signpost individuals to support services.

1.6 WMP are currently in the planning stages for White Ribbon Day in November, which marks the start of the 16 Days of Activism against Gender-Based Violence.

1.7 WMP has delivered a consent awareness campaign in collaboration with the RASSO team focusing on the importance of gaining consent specifically aimed at 20–40-year-olds. The campaign was delivered across Meta and TikTok, using targeted messaging and engaging visuals to reach the target audience. The campaign performed exceptionally well over the four-week period,

achieving 682,916 impressions, 8,663 link clicks and a click-through rate of 1.26%.

- 1.8 WMP continues to work with partners and the community through the IAG and the commission of a WMP problem profile for DA specifically which will help to provide a deeper understanding to individual LPA/communities across the force. A joint review has been requested of commissioned services to review any potential gaps in provision. DA reporting has shown a consistent increase across the preceding months and with a force lead for HBA and FM we work closely with partners and community services to increase reporting.
- 1.9 WMP has a power BI dashboard, which contains a specific application around civil/protective orders. There are several 'sheets' within the application that allow oversight of geographical locations of such orders including raw data to provide greater detail. The application is updated daily and draws the information from 'CONNECT' (where persons/investigations are listed on the Force system). The application is available to all and allows visibility to local policing areas of whom orders are held against. Details are uploaded to the Police National Computer (PNC) which allows relevant action to be taken where persons or prohibitions come to notice of the police.
- 1.10 WMP has an SME for Honour Based Abuse. Ensuring force policy and procedural guidance are constantly updated, another responsibility is to support the overarching management of Forced Marriage Protection Orders. Whilst these specific orders are viewable on the application, the data has been found to be inconsistent and quickly outdated.
- 1.11 Currently, WMP are reviewing how information of those specific orders can be pulled from the same 'CONNECT' system through implementation of 'flags' or 'markers' to allow confidence in the data in line with other protective order orders.
- 1.12 Whilst our Legal services track several orders following submission through to successful application from the courts, there is also oversight through the Force lead/SME. Performance data is visible through Public Protection Unit governance. As the power dashboard evolves, greater detail can be instantly visible around key metrics throughout the life of such orders. What is key is the ability to separate but keep visibility of live and expired orders.
- 1.13 Other VAWG related orders are managed in a similar way and following a successful pilot of how WMP provides increased oversight over Domestic Violence Protection Orders (DVPO's) other specific orders are likely to follow

this process in due course. Therefore, providing greater consistency across WMP in both oversight and management, supporting local policing activity to safeguard vulnerable people and disrupt perpetrators.

1.14 WMP have appointed a dedicated point of contact for the Faith/Belief/Spiritual-based Abuse (including witchcraft) workstream via a Detective Inspector within the child department of the Public Protection Unit. The individual has attended training on the 24th October delivered by the National Association for People Abused in Childhood. We have noted this internally as being a lead for ritualist abuse following the publication of Organised ritual abuse and its wider context' by Dr Elly Hanson.

1.15 Following this training and networking, Corporate Communications and the Learning and Development will circulate any guidance for wider training. Working with key partners will broaden our learning and messaging.

2. Action ref 230: WMP needs to continue to improve its capability and quality of investigations i.e. conducted promptly and to a high standard by well-trained officers and staff, who gather evidence efficiently and diligently and follow all reasonable lines of enquiry, with effective use of Investigation Plans and the provision of appropriate and necessary supervision.

2.1 WMP is committed to improve capability and quality around investigations, investing in training and maintaining the investment of resources in Operation Vanguard: our team supporting continued improvement. Total recorded crime outcomes are now 15.7% from 3.6% in 2023. Victim based crime is now 12.8% from 4% in 2023. WMP hold on an average 32,500 open investigations which are allocated to all departments to achieve the strategy that all officers are investigators.

2.2 Investigation quality starts with our ability to answer telephone calls, online reporting, or response to an incident. The service level response for call handling is now 97.9% for emergency calls and 96.6% for non-emergency calls. All Local Policing Areas are monitored against their ability to attend emergency and priority response calls.

2.3 WMP provides a scheduled appointment service and a crime desk facility which ensures crime is recorded quickly. Ensuring we attend calls for service promptly is a fundamental component of a quality investigation.

- 2.4 Our crime allocation policy, with everyone an investigator ensures investigative capability and high standards. It directs investigations to appropriately skilled investigators within Local Police Areas, specialist investigators or to Detectives handling more serious and complex cases within 48 hours. Unallocated Investigations are monitored weekly at an Assistant Chief Constable (ACC) chaired performance meeting and have reduced to around 1,000 - the equivalent of just one day's worth of reported crime, highlighting a significant improvement in investigative capacity and oversight.
- 2.5 Investigation Plans, Supervisor and Manager reviews along with Victim Contact plans are tracked locally at Service Improvement Meetings, weekly at Wednesday Force Performance Meeting and monthly at the Investigations and Justice Board. Audits identify gaps in supervisory oversight and forward-facing bespoke investigation plans. This prompts the introduction of a supervisor review of plans completed by investigators to strengthen accountability, provide consistency and reinforce the importance of oversight and planning.
- 2.6 System improvements have been implemented to strengthen efficiency, focus on quality and timeliness in investigations by revising the Initial Investigation Question Set (IIQS) to support structured and forward-facing investigation plans.
- 2.7 Training initiatives, including the Professionalising Investigation Programme (PIP 1) pilot aligned with College of Policing guidance, are equipping supervisors with the skills to manage investigations effectively. Additionally, bespoke feedback via quality audits and Service Improvement Meetings promotes continuous learning and recognition of best practice.
- 2.8 WMP has invested in key areas to support investigations, for example the CCTV registry which allows members of the public to submit CCTV directly. West Midlands Police must maintain a sustained focus on supervision, capability alignment and quality by ongoing audits, strong supervisory oversight and continued investment in training to support the capability of investigators and drive quality of investigations.

3. Action ref 232: Prioritise resourcing for investigations, to ensure they are completed promptly and effectively in compliance with the Victims' Code, reducing the number of cases discontinued due to insufficient evidence.

- 3.1 Prompt crime recording and allocation enables early evidence capture, victim engagement and supports evidence-led prosecutions (ELP). System prompts

ensure investigators consider restorative justice and ELP from the outset through Initial Investigation question sets and investigation plans. Positive victim outcomes have increased from 3.6% in 2023 to 15.7%, with victim-based outcomes at 12.8%. Between April–August 2025, 674 ELPs were recorded, with charge rates peaking at 83.3% in June.

3.2 WMP has enhanced its understanding of why victims withdraw support by capturing views at key stages, including suspect release and outcome application. When support is withdrawn, Outcome Code 16 requires a rationale.

3.3 Audits show that in Domestic Abuse (DA) cases, victims often do not wish to criminalise suspects. Non-DA withdrawal reasons will be reported via the Investigations and Justice Board.

3.4 Outcome Review Compliance and Assurance (ORCA) robotics ensures victim views are sought before outcomes are applied, supporting data integrity and Victims Code compliance. Audits show 93.8% of outcomes were correctly applied.

3.5 The Citizen Satisfaction Survey shows 77.7% of respondents felt helped when contacting police or receiving an initial response. The Victim Satisfaction Review, launched in October 2025, gathers feedback to identify good practice and drive improvements. Initial findings show 67% of victims felt informed and updated.

3.6 Victim Code compliance is tracked via the Business Insights Victim Dashboard, with current compliance at 56%. It highlights areas for improvement in system recording of offering Victim Personal Statements, providing crime numbers and compensation information. 81.8% of victims are kept informed and 91.2% have had needs assessments completed. Enhanced Victim status is now integrated into the Business Insights Recency, Frequency, Gravity Matrix to prioritise outstanding suspects.

3.7 To support officers, WMP has invested in PIP1 supervisor pilots, training and masterclasses. Operation Vanguard is reviewing workload balancing through Review and Allocation functions to identify best practice.

3.8 In response to domestic abuse-related deaths, daily scanning of Sudden Death forms and quarterly intelligence reviews identify missed opportunities, which is led by our Review Team within major Crime Unit. Governance is led by the Homicide Prevention Board, with focus areas including ELP and Body Worn

Video use, risk grading and protective orders. Plans are underway via the DA lead to improve early identification of suspected victim suicides and strengthen policy compliance.

- 3.9 The current funding allows a degree of confidence that all stalking cases in WMP are effectively screened on a regular basis, which sees dedicated resources holding 'stalking triage' meetings to provide tactical advice and support to mitigate risk to vulnerable persons, including prompt application of interim Stalking Protection Orders (whilst the full order is prepared).
- 3.10 This current practice in WMP has been recognised by recent publication of the response to the National Stalking Super Complaint. Members of the EASI team have become subject matter experts and continually raise awareness across WMP of the risks related to this crime type, taking mitigation action where possible. WMP is currently top of its MSG with regards to bringing offenders to justice for stalking crimes (positive outcomes) and work is underway to obtain more regular comparison of the number of Stalking Protection Orders.
- 3.11 Several options are being considered in how elements of the team can continue to deliver this level of service without the bespoke team should the funding end. The team currently sits within the Public Protection arena alongside the Domestic Abuse teams (the team also supports non-DA stalking cases across LPA's given the potential risk of stranger stalking).
- 3.12 With Domestic Abuse reporting increasing as WMP drives up trust from local communities, the pure volume of these cases would likely result in stalking investigations along with application of Stalking Protection Orders (SPO's) being absorbed in its entirety by the main DA investigation teams. Whilst daily scanning of 'risky' stalking offences will continue to ensure actions to mitigate risk and safeguard; the absence of a dedicated function means the specialism is often diluted.
- 3.13 WMP are scoping a 'hybrid offer' to ensure some of the learning and best practice is not from the success of the EASI project. This is likely to see some variation of the 'stalking triage' meeting but investigating officers would likely then be responsible for any SPO applications due to capacity/capability issues with any reduction in resourcing of the stalking team. One of the biggest assets of the EASI team is the 'stalking working group', which brings a coordinated partnership approach and with it, greater accountability to improve the level of service to victims and with it, our policing response across the entire force area.

4. Action ref 235: Encourage the use of early investigative advice and strengthen collaboration between WMP and the CPS, using a gatekeeper approach to enhance performance.

- 4.1 WMP have implemented the use of MS Teams to enable lawyers and officers to contact each other directly. Both officers and CPS lawyers are encouraged to supply contact details to support this process. The next step is to formally implement the use of dedicated Teams channels. This is being progressed through the JOIM and SJOIM. Case Progression Officers are also co-located within CPS 3 days per week to support with file progression and to build relationships.
- 4.2 Case conversations for Domestic Abuse cases were implemented by WMP and CPS on the 29th September 2025. This process brings a renewed focus to DA cases at the Pre-Charge Decision stage. The aim is to improve timeliness and, where required, ensure appropriate action plans are set and agreed by the reviewing lawyer and the OIC. This is achieved through the case conversation, which will be undertaken via MS Team.
- 4.3 Requirements and expectations around effective use of Early Advice (Annex 6) have been reviewed and guidance is being shared with the force to improve understanding and adherence to this. Early advice Annex 6 refers to early advice from the Crown Prosecution Service (CPS), which is mandatory for specific serious and complex cases, such as those involving a death, rape, or serious sexual offences.
- 4.4 It is also required for other situations like large-scale fraud, modern slavery, or cases with extensive electronic data. Annex 6 of the Director's Guidance on Charging outlines a specific list of case types where this early consultation is expected. Annex 6 is also an agenda item at JOIM.
- 4.5 WMP have an established "Gatekeeping" (GK) process within the CJ Case Management Units (CMU) for all GREEN (non-remand) cases at the point of submission to Crown Prosecution Service for Pre-Charge Decisions. We received an uplift in Case Progression officer numbers to service the gatekeeping requirements associated with an increasing volume of cases being sent to CPS.
- 4.6 Case Progression Officers are attending the PIP1 training course to upskill around the investigation process.

4.7 The original focus of the GK process was to ensure compliance with the National File Standard, DG6. As compliance with DG6 improves the focus of gatekeeping will move towards reviewing the evidential quality of the file. Gatekeepers have not replaced the traditional supervision of files, which is still the responsibility of the officers Sergeant.

4.8 The GK assessment does include the presence of a supervisor review, ensuring it is accurate and complies with requirements of DG6. Performance of the GK process is monitored via the Corporate Development Performance Team. The data cross references gatekept cases against CPS triage and DGA and is used within CMU for feedback to individual staff members.

4.9 Gatekeepers identify and monitor Statutory Time Limits and Custody Time Limits to ensure cases are submitted to CPS within the appropriate timescales, liaising with the OIC and CPS as necessary.

5. Action ref 236: Continuous improvements in the quality of casefiles prepared by WMP and submitted to the CPS.

5.1 The introduction of a “Gatekeeping” process has been the most significant factor in the improvement achieved by WMP regarding file quality compliance. The advice and guidance provided to staff through this process has assisted in upskilling frontline officers about file preparation.

5.2 The effectiveness of this largely operational level process has been enhanced considerably by the increased performance oversight at a Strategic level. Prior to the introduction of the Criminal Justice Performance Board, file quality compliance was not routinely scrutinised beyond the CJS function. Bringing LPA Commanders and Department Heads together in forums where they are sighted on and held accountable for their function’s performance, has undoubtedly increased the pace at which the improvements have been made.

5.3 Continuing to maintain a focus on file quality in a manner more typically associated with other areas of policing performance will further enhance the broader organisations understanding of the importance of this area of performance in the effective delivery of justice.

5.4 The Force are satisfied with the progress made in this area to date. The improvements have been made steadily over a period (please see chart 4.6) through a structured approach involving the upskilling of the organisation that is

considered to be sustainable. The focus is now on maintaining and building on the current levels of performance.

5.5 Rather than a barrier to continued improvement, the application of artificial intelligence to the “Gatekeeping” process provides opportunities to redirect case progression officer capacity by adding more evidential value and reducing demand on frontline officers. WMP intend to be at the forefront of developments in this area to maximise the opportunities it offers, once the technology is at an appropriate stage of development for implementation.

6. Action ref 241: Work in partnership with the Prison and Probation Service, to oversee the efficient and safe release of people with convictions and their integrated offender management within our communities.

6.1 West Midlands Police works very well with the Probation Service. Levels of collaboration are high and there is a structured approach towards selection and deselection of managed offenders through the Multi-Agency Case Conferences (MACC) that are held on a monthly cycle across each of the 7 Local Policing Areas. MAPPA arrangements work well across the force; time to time there can be slight delays in receiving MAPPA screenings from Probation, however these do not prevent MAPPA taking place in a timely manner.

6.2 MAPPA screening should be completed 3-6 months pre-release to support the planning for an offender’s release. However, on occasions, local Offender Management Teams report not having received screening for MAPPA nominals until a matter of days before release. This requires a more rapid approach to planning and preparations across police and partners to appropriately support offender’s releases.

6.3 The need for accommodation on release is still high. The standard or suitability of accommodation can be variable and not always best suited to the needs of the individual upon release. Offender Managers work closely with partners to ensure that this is addressed, and suitable accommodation is found for offenders upon release so as to support their continued rehabilitation.

6.4 Programmes such as RESET, SDS40 and FTR48 have required West Midlands Police to work at pace, due the scale and scope of these programmes, with partners.

6.5 However, these approaches are now very much seen as business as usual for our Offender Management Teams working closely with other agencies across

the Criminal Justice System. When comparing September 2024 (242 recalls) to September 2025 (343 recalls) there has been a 41.7% increase in the number of recalls received. This has created additional demands for Offender Management and more broadly across policing, but this is being effectively managed across the force.

6.6 West Midlands Police work closely with partners from HMPPS to effectively manage these schemes. This includes receiving the details of individuals to be released as soon as practicably possible to ensure thorough intelligence checks can be undertaken to understand any risk posed prior to release. This approach has worked well across the West Midlands allowing local Offender Management Teams to work with Probation to effectively manage releases back into the community, sometime with a short notice of the release.

6.7 The forthcoming Independent Sentencing Review will undoubtedly bring changes to the number of offenders being released, these changes will require careful analysis by both police and partner agencies to understand the impact. Local Offender Management Units across the seven Local Policing Areas are however well positioned to accept any uplift into the offender management system that this review might bring.

6.8 The IOM scheme is effective in reducing recidivism in the cohorts selected. The most recent data from quarter two of 2025/26 shows a 92% desistance rate, this is a 1% increase on the rate in quarter one.

6.9 The current review of Offender Management across the seven Local Policing Areas will ensure that we continue to efficiently and effectively work with partners in managing offenders, ensuring that our teams remain focused on their core role.

6.10 One area of the review will look at the benefits of placing Offender Managers within the Prisons estate to support the effective transition of offenders between custody and community.

7. Action ref: 341: Ensure WMP prioritise identifying repeat offenders, so as to ensure proactive, preventative and early intervention actions are taken to reduce re-offending.

7.1 WMP leverages a strategically developed Harm Dashboard to enhance offender management and prioritisation. This tool assigns a dynamic harm score to individuals with a footprint in custody, crime, or intelligence systems, enabling data-driven decision-making across the force.

- 7.2 The dashboard incorporates advanced filtering capabilities, including the identification of repeat and serial offenders within the domestic abuse cohort. Offender managers overseeing the Free cohort (DA) utilise this platform to inform selection and deselection processes.
- 7.3 Additionally, the dashboard flags individuals assessed as habitual knife carriers and supports the creation of localised and force-wide “Top 10” lists of outstanding offenders, based on index offences and warrant status aligned with their harm score.
- 7.4 The harm score itself is generated through an algorithm that evaluates multiple dimensions of criminality: Recency, Frequency, Severity, Drug involvement, and Intelligence insights, providing a comprehensive risk profile for each nominal.
- 7.5 A significant proportion of high harm, repeat offenders in the West Midlands are linked to retail theft and business-related crime. These individuals often engage in criminal activity to sustain addiction. In response, West Midlands Police has implemented the Offender to Recovery (O2R) programme, a targeted initiative that collaborates closely with retailers to identify and engage persistent offenders.
- 7.6 Through intensive offender management, O2R supports individuals in transitioning away from addiction and criminality, leveraging interventions such as Buvidal treatment and residential rehabilitation. Early indicators suggest promising desistance outcomes among participants.
- 7.7 Neighbourhood crimes including burglary, robbery, and vehicle offences are similarly driven by a core group of repeat offenders. The Crime Free programme offers a structured, multi-agency rehabilitation pathway for individuals entrenched in burglary-related offending.
- 7.8 Delivered over a two to three-year period, the programme provides a credible alternative to custody through deferred prosecution and community-based supervision using Electronic Monitoring Systems (EMS).
- 7.9 Participants benefit from a robust support network comprising West Midlands Police, Probation Services, Change Grow Live, and a range of voluntary sector partners. This collaborative model aims to break the cycle of offending by addressing root causes and enabling sustainable behavioural change.

- 7.10 The Offender to Recovery (O2R) programme continues to demonstrate strong potential in addressing addiction-driven offending. In Q2 of 2025/26, the programme achieved a desistance rate of 78%, a notable outcome given the complex and often chaotic lifestyles of the cohort.
- 7.11 While this rate is lower than the broader Integrated Offender Management (IOM) average, it reflects the unique challenges and intensity of support required for this group. Currently operational in five Local Policing Areas (LPAs), strategic efforts are underway to expand O2R into Solihull and Sandwell, ensuring wider access to this impactful intervention.
- 7.12 Despite progress in offender rehabilitation, there remains a critical gap in provision for domestic abuse perpetrators. The absence of a dedicated, force-wide programme limits the ability of Offender Managers to effectively engage and disrupt repeat and serial offending in this area. Financial constraints continue to pose a barrier to the development and implementation of such programmes.
- 7.13 To further strengthen offender management across all settings, the development of a shared IT infrastructure between Police and Probation is essential. Improved data sharing and interoperability would enhance joint decision-making, streamline case management, and support more cohesive multi-agency responses to offending behaviour.
- 7.14 WMP has implemented structured processes to identify repeat offenders, enabling proactive and preventative interventions. The Business Insights Recency, Frequency, Gravity (RFG) Matrix is used to identify the Force Top Ten outstanding suspects, prioritise risk and allocate resources to effect early arrests. This approach ensures that those who offend most frequently, most recently and with the greatest severity are targeted for intervention.
- 7.15 The Suspect Management Policy has been updated to provide a consistent approach.
- 7.16 Crime types with the highest most likely volume of repeat offending include domestic abuse, theft and serious violence, with tailored interventions such as out of court disposals, diversion programmes and monitoring bail conditions implemented to reduce re-offending.

ANNEX TWO

1. Table 1

Table 1. Showing the individual commitments from the Police and Crime Plan 2025-2029 Bringing Offenders to Justice chapter that are the responsibility of West Midlands Police to deliver. RAG ratings as assigned through internal OPCC processes

Individual Commitment <i>(in the order listed above)</i>	Q1 25/26 Deliverable Rating
Action ref 222: WMP to increase the positive outcome rate for all recorded crimes and increase the use of evidence-led prosecutions, particularly in cases of domestic abuse, rape and other sexual offences, modern slavery, human trafficking and criminal exploitation	Green
Action ref 223: Encourage reporting of underreported and hidden crimes, ensuring victims feel confident, enabled and supported in coming forward.	Green
Action ref 224: WMP to use a wide range of evolving technologies, including data analytics, facial and biometric recognition and automated case file builds, in lawful, ethical, proportionate and transparent ways, to increase the efficiency and effectiveness of investigations.	Green
Action ref 225: WMP to maintain the highest standards of crime data integrity, including through use of technology.	Green
Action ref 2269: Crimes to be recorded promptly and commit to continuing to publish crime and performance data transparently and in a timely manner.	Green
Action ref 227: Increase opportunities for crime reporting and address reasons why some crimes are underreported.	Amber
Action ref 228: Make the crime reporting process accessible and user-friendly, enabling victims to more easily share information with WMP.	Green
Action ref 229: Ensure WMP prioritise identifying repeat and vulnerable victims, so as to ensure proactive, preventative and early intervention actions are taken to reduce further victimisation.	Green
Action ref 230: WMP needs to continue to improve its capability and quality of investigations i.e. conducted promptly and to a high standard by well-trained officers and staff, who gather evidence efficiently and diligently and follow all reasonable lines of enquiry, with effective use of Investigation Plans and the provision of appropriate and necessary supervision.	Amber
Action ref 231: WMP to deliver effective investigations, treating victims with care, compassion and respect, while achieving positive outcomes.	Green
Action ref 232: Prioritise resourcing for investigations, to ensure they are completed promptly and effectively in compliance with the Victims' Code, reducing the number of cases discontinued due to insufficient evidence.	Amber

Action ref 235: Encourage the use of early investigative advice and strengthen collaboration between WMP and the CPS, using a gatekeeper approach to enhance performance.	Amber
Action ref 236: Continuous improvements in the quality of casefiles prepared by WMP and submitted to the CPS.	Amber
Action ref 241: Work in partnership with the Prison and Probation Service, to oversee the efficient and safe release of people with convictions and their integrated offender management within our communities.	Amber
Action ref: 341: Ensure WMP Prioritise identifying repeat offenders, so as to ensure proactive, preventative and early intervention actions are taken to reduce re-offending.	Amber

2. Table 2

Table 2. Showing the RAG rating definitions used in table 1 above

RAG Rating Key
On track – can be delivered by lead
Not on track – requires support from SMT lead to resolve
Not on track – requires support from wider SMT to resolve

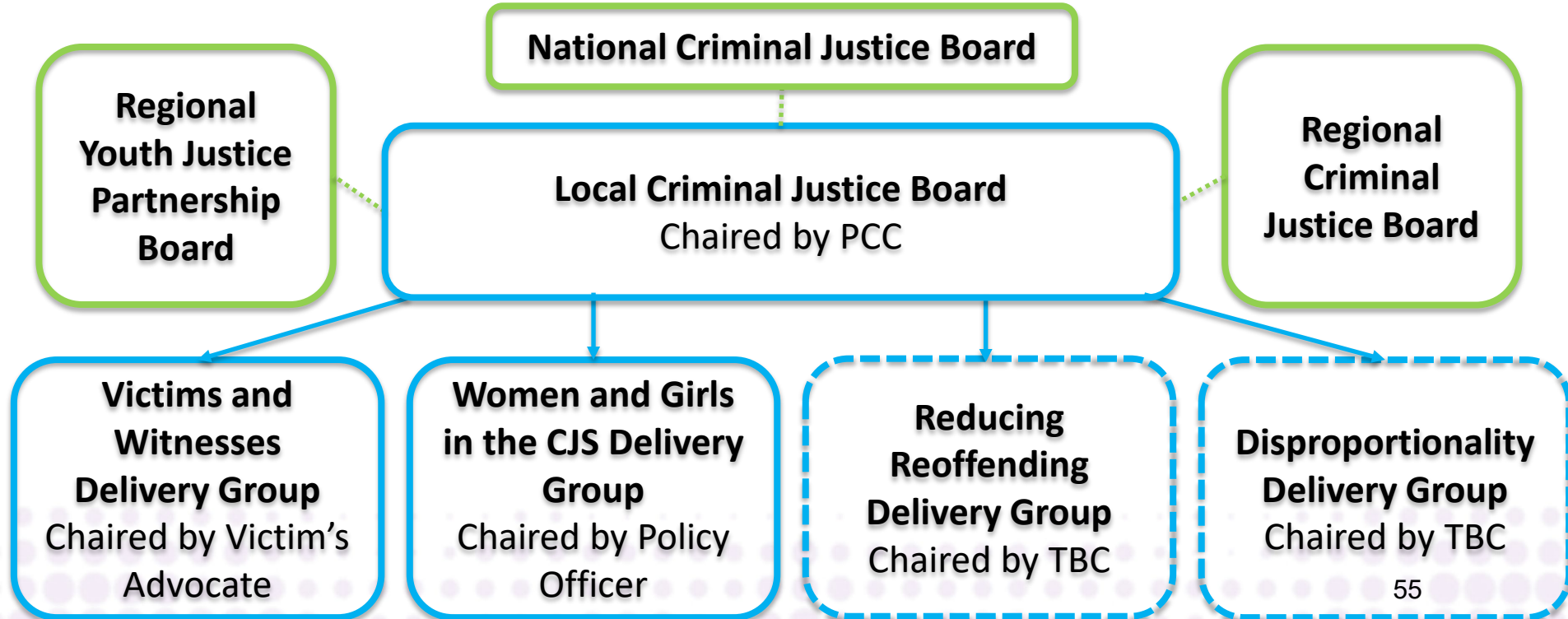
Author(s): **Tony Hopkins, Laura Harrison, Andrew Parsons, Edward Foster, Anthony Tagg, Richard North & Stuart Gardner**
 Job Title: **Detective Chief Superintendent, T/Detective Superintendent, Chief Superintendent, Detective Chief Superintendent, Chief Superintendent, Chief Superintendent & Senior Performance Manager**



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Police and Crime Panel Bringing Offenders to Justice 5 January 2026

Local Criminal Justice Board - Governance



Local Criminal Justice Board

The current Delivery Plan 2023-25, includes the following priorities and workstreams:

- Ensuring compliance with the Victims Code of Practice (VCOP) across the CJS
- Providing greater oversight around Courts performance
- Providing greater oversight around CJS processes for domestic abuse (DA), including the DA specialist court
- Conducting a gap analysis against the 7 pathways (9 for women) to reduce re-offending
- Expanding the use of diversionary approaches, Out of Court Resolutions (OOCRs) and restorative justice in the West Midlands, ensuring appropriateness and proportionality of referrals and sustainable funding solutions
- Taking forward the WMCA Race Equalities Taskforce (RET) Criminal Justice action plan
- Putting in place mechanisms to ensure lived experience feeds into the LCJB
- Making key CJS data publically available and communicated to the public.

Reducing reoffending and promoting rehabilitation

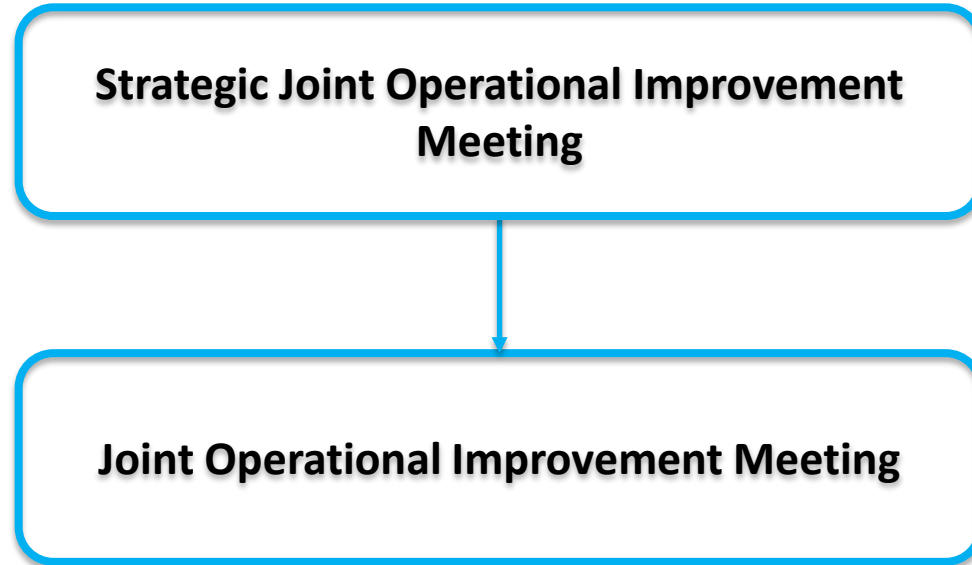
- Enterprise to Employment
- New Chance
- Arrest Referral Service
- Offending to Recovery Programme
- WMCDAP
- MARAC
- DRIVE
- Departure Lounge at HMP Birmingham
- Second Chances Charter
- Crime Free programme

Intensive Supervision Court

Women's Intensive Supervision Court

- 183 ISC orders
- 13 graduated successfully
- Head of Policy chairs Strategic Board

Case progression to Crown Court - Governance

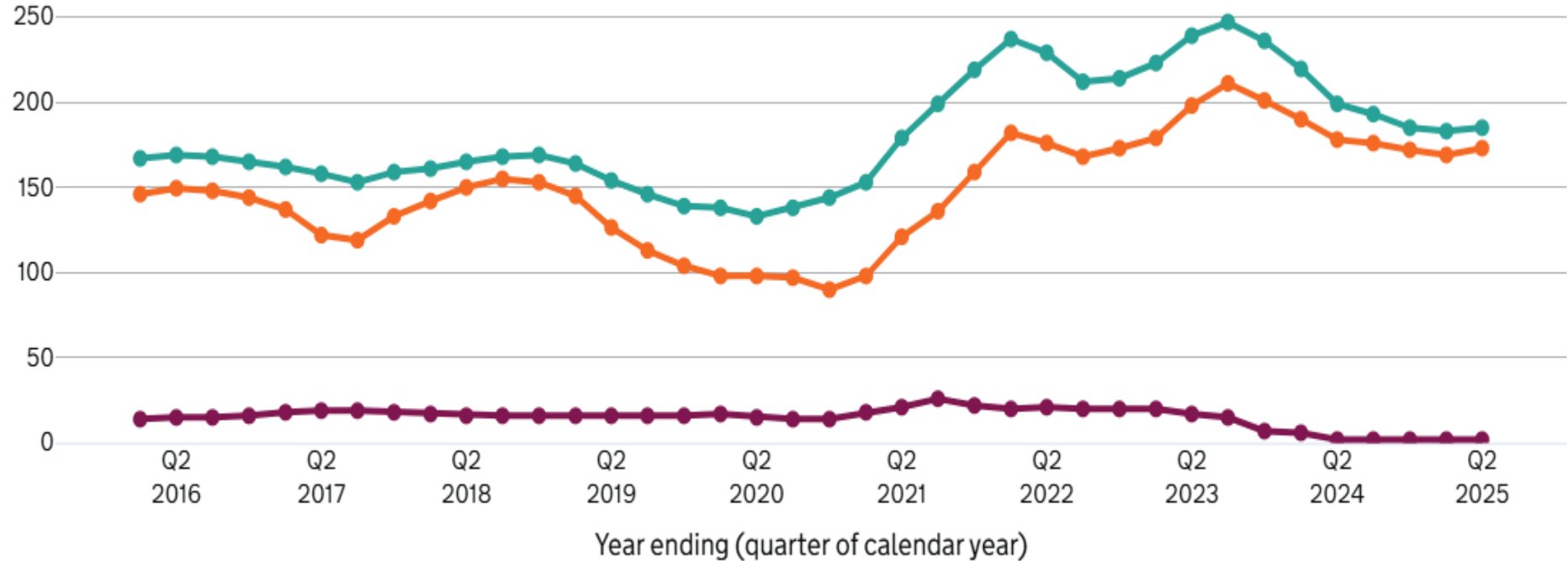


Case progression 1

- Co-location with CPS prosecutors
- Real time co-working utilising MS Teams
- Daily review of escalations from CPS
- Data driven approach with regular sharing of data.
- CPS/WMP Weekly Trial check meeting
- Median days from charge to completion 183 (was 220)

Case progression 2

Median days



Charge to completion Charge to arrival Arrival to completion

Safe release and management of offenders

- Harm Dashboard
- Force Top Ten outstanding suspects
- MACC/MAPPA
- RESET
- SDS40
- FTR48
- Independent sentencing review
- IOM
- Review of Offender Management across LPAs

Public involvement in the CJS



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- Stop and search, Use of Force and Police Custody Scrutiny Panels
- ICV scheme
- AA scheme
- Lived experience influencing provision

Disproportionality

- PRAP/WMPRAP
- ISOB
- WMCA RET
- CPS Local Scrutiny Improvement Panels
- YJB West Midlands Regional Disparity Project
- BRIG 10-Year Race Equality Delivery Plan

Supporting Victims to engage with the CJS

- WM Victims Commission
- Exploitation and Abuse Boards
- Initial victim satisfaction findings show 67% of victims felt informed and updated.
- Current WMP VCOP Compliance at 56%
- 81.8% of Victims are kept informed
- 91.2% have had needs assessments completed

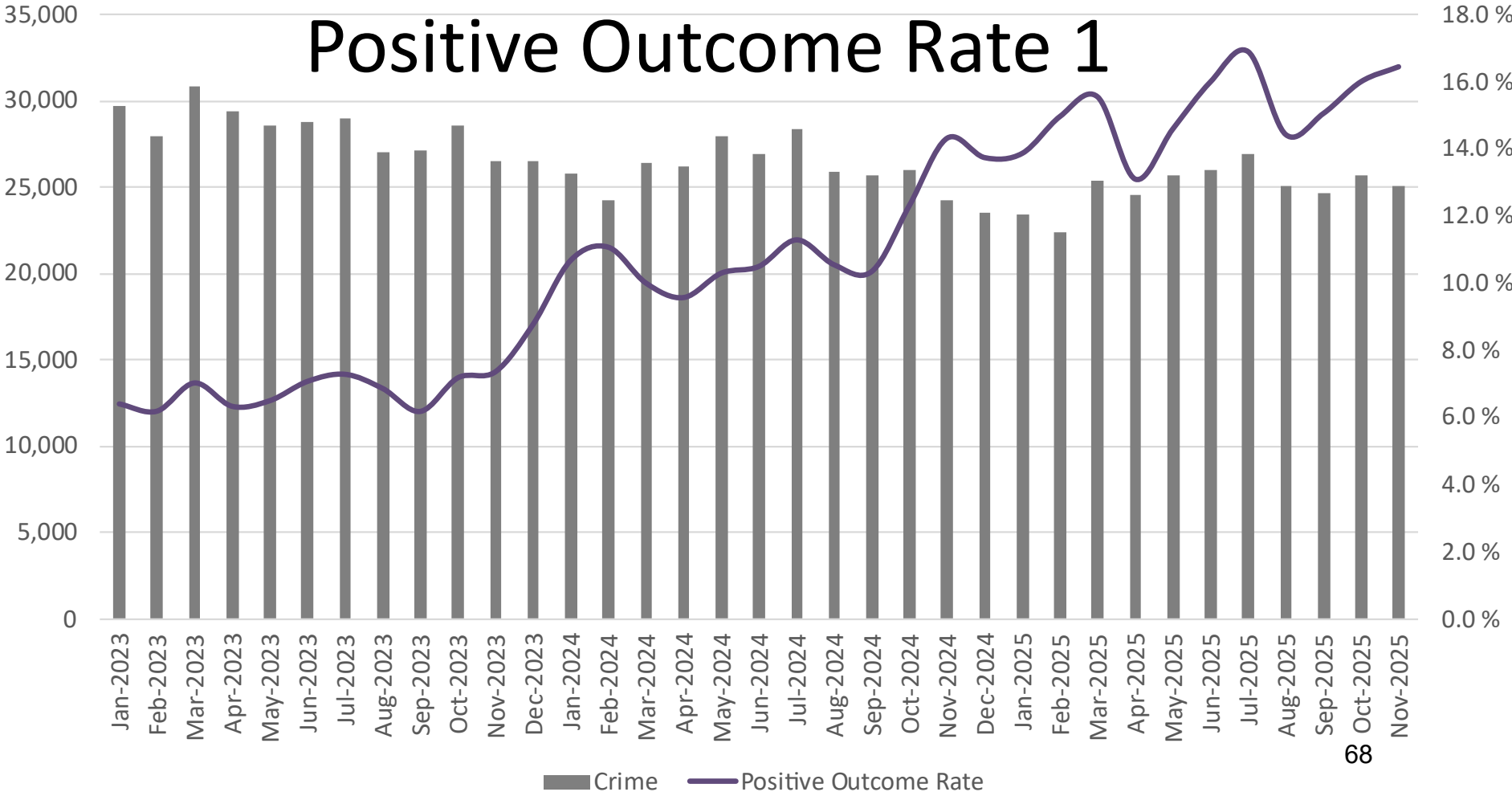
File quality compliance governance



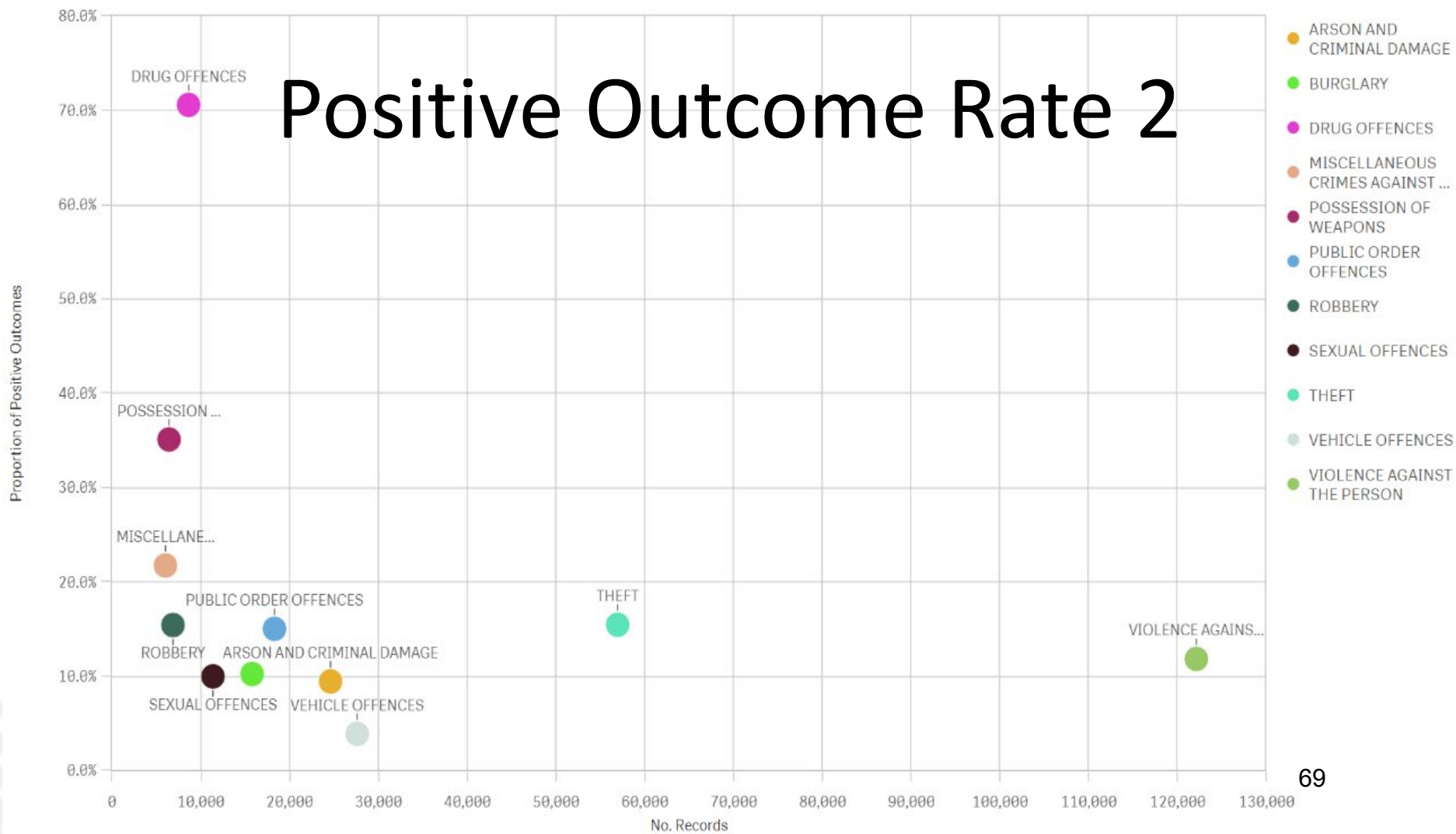
File quality performance



Positive Outcome Rate 1



Positive Outcome Rate 2



Positive Outcome Rate Across Police Forces in England and Wales



Reduce investigations terminated

Outcome 16 – Insufficient evidence when Victims have withdrawn support

- Some reductions seen but PCC focussed on ensuring sustainable, long term reductions

Outcome 15 –

- Minimal reductions seen – still seeking further reductions

Evidence led prosecutions

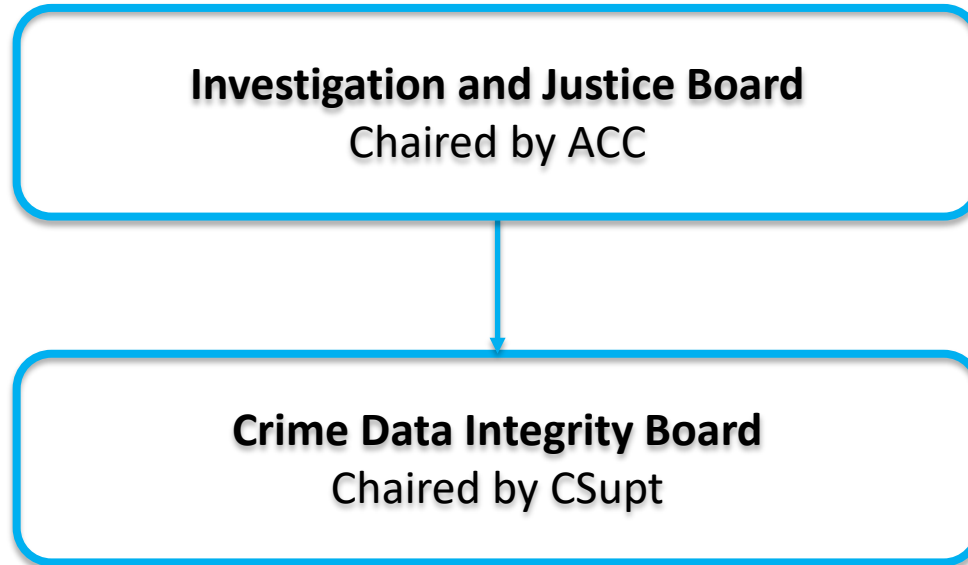
- ELP cases have increased from 226 between August 2023 and August 2024 to 674 between April and August 2025 with charge rates reaching a peak in June of 83.3%

Capability and quality of investigations



- Operation Vanguard
- Total recorded crime outcomes are now 15.7% from 3.6% in 2023. Victim based crime is now 12.8% from 4% in 2023.
- ‘Everyone an investigator’ – allocated within 48 hours
- Investigation and Victim contact plans
- Professionalising Investigation Programme
- CCTV registry

Crime Data Integrity Governance



Crime Data Integrity Compliance

- 84.6% (was 92.5%) for violence offences
- 91.5% (was 95.2%) for sexual offences
- 92.5% (was 94.1%) across all other categories.

CDI Support from Artificial Intelligence



- Large Language Model (LLM) to apply Home Office Counting Rules (developed but not implemented)
- Missing Crime Application – Scanning logs to identify likely unrecorded crimes (in use)

Underreported crime

- Fraud
- Domestic abuse and sexual offences
- Honour Based Abuse
- Forced Marriage
- Faith, Belief, Spiritual based abuse (including witchcraft)
- WM Hidden Harms Practice Guide
- Stalking Practice Framework being developed
- Victim's Fund (£110k) dedicated to hidden harms ⁷⁷



EACH & *every* STEP

A 'yes' to a dance doesn't mean a 'yes' to sex.

Consent is ongoing and should be part of a safe, open and active conversation. It can be withdrawn at any time.

Remember - get consent for each and every step.



EACH & *every* STEP

A 'yes' to sending intimate photos doesn't mean a 'yes' to sharing them with your mates.

Consent is ongoing and should be part of a safe, open and active conversation. It can be withdrawn at any time.

Remember - get consent for each and every step.



EACH & *every* STEP

A 'yes' to a walk home doesn't mean 'yes' to sex.

Consent is ongoing and should be part of a safe, open and active conversation. It can be withdrawn at any time.

Remember - get consent for each and every step.



EACH & *every* STEP

A 'yes' to a kiss doesn't mean 'yes' to sex.

Consent is ongoing and should be part of a safe, open and active conversation. It can be withdrawn at any time.

Remember - get consent for each and every step.



EACH & *every* STEP

A 'yes' to sex when a person is awake doesn't mean a 'yes' to sex when they are asleep.

Consent is ongoing and should be part of a safe, open and active conversation. It can be withdrawn at any time.

Remember - get consent for each and every step.



EACH & *every* STEP

A 'yes' to one sex act doesn't mean 'yes' to all sex acts.

Consent is ongoing and should be part of a safe, open and active conversation. It can be withdrawn at any time.

Remember - get consent for each and every step.

Report to the West Midlands Police and Crime West Midlands Police and Crime Panel Work Programme 2025/2026

Date: 05 January 2026

Report of: Tom Senior Interim, Associate Director – Law & Governance, Dudley
MBC - Lead Officer of the West Midlands Police and Crime Panel

Report author: Sarah Fradgley, Overview and Scrutiny Manager, Birmingham City
Council

Email: wmpcp@birmingham.gov.uk
Tel: 0121 303 1727

1. Purpose

- 1.1 This report sets out the West Midlands Police and Crime Panel work programme for the remainder of the 2025/26 Municipal and invites comments from Members.
- 1.2 The report also asks the Panel to agree the terms of reference for the Working Group on Data Presentation in Panel Reports and confirm the membership of the group.

2 Recommendations

2.1 That the Police and Crime Panel:

- i. **Reviews the work programme and menu of priority topics at Appendix A;**
- ii. **Considers any requests for further topics to add to the work programme, and agrees the outline aim and scope of any additional item;**
- iii. **Agree that the Panel Lead Officer, in consultation with the Chair and Vice Chair, refine the information deemed necessary in agreed work programme items to enable full scrutiny;**
- iv. **Agree the agree the Terms of Reference for the Working Group on Data Presentation in Panel Reports; and**
- v. **Appoints a minimum of four Panel members to the Working Group.**

3 Context

- 3.1 The Police and Crime Panel was established under the Police Reform and Social Responsibility Act 2011. The Panel is a joint scrutiny committee of the West Midlands Local Authorities with a dual role to 'support' and 'challenge' the work of the Police and Crime Commissioner. Its statutory functions

include:

- Reviewing the PCC's draft Police and Crime Plan and any draft 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 Frontline Consulting and agreed that aligning its work programme against the priorities of the West Midlands Police and Crime Plan would enhance the focus of scrutiny.

4.2 It is recognised that the Panel does not have the capacity to examine all elements of the Plan in one year and some prioritisation was necessary. The Menu of Topics at Appendix A lists the topics suggested at the workshop that might be programmed at a later stage.

4.3 The work programme will remain flexible to accommodate any emerging public interest or performance issues that might arise throughout the year.

4.4 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 the content and structure of information required by the Panel to undertake effective scrutiny.

5 Working Group on Data Presented to Panel

5.1 At the 17 November 2025 meeting, the Panel agreed to form a working group to look further into how the performance data and KPI information was presented within reports to support both Panel member and public understanding of the information presented. The proposed Terms of

Reference for this working group is attached at Appendix B for consideration.

- 5.2 It is proposed that the group meet during January and February 2026, and reports its conclusions to the 16 March 2026 Panel meeting.
- 5.3 The Panel is also asked to confirm membership of this working group. It is suggested there is a minimum of four members (councillors and independent members) and includes cross party representation.

6 Finance Implications

- 6.1 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.

7 Legal Implications

- 7.1 The Panel work programme should reflect the duties required by the Police Reform and Social Responsibility Act 2011 and relevant Regulations.

8 Equalities Implications

- 8.1 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.
- 8.2 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.
- 8.3 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.

9 Background Papers

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

10 Appendices

Appendix A: West Midlands Police and Crime Panel Work Programme 2025/2026 – January 2026

Appendix B: Terms of Reference: WMPCP Working Group on Data Presentation in Panel Reports

West Midlands Police and Crime Panel Work Programme 2025/26 – January 2026

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> 	<p>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> <p>Neighbourhood Policing Guarantee in December 2024 and 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	<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 work 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 	
Member Visit	12 December 2025 10:00 – 14:00	The visit will provide members with the opportunity to expand knowledge of key activity, including understanding performance data.	
5 January 2026	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.	

5 January 2026	Thematic deep dive into PCC's Bringing Offenders to Justices commitments – including the associated metrics	To understand the impact of activity the PCC has undertaken and his local, regional and national partnership work to deliver his Bringing Offenders to Justice commitments :	
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 (Statutory Task)	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 has asked that information is provided on outcome and impact of grant funding and commissioning, including <ul style="list-style-type: none"> - An explanation of the criteria used to decide which projects receive funding - The process for monitoring intended objectives. - Evidence to illustrate the impact of funded projects and grants. 	This is a statutory duty of the Panel. The Panel must invite the PCC to attend a public meeting at which it will scrutinise the annual report. Following review of the Annual Report, the Panel must publish a report and recommendations for the PCC to consider
<i>16 February 2026 Provisional meeting date</i>	<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 2026	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 2026	Thematic deep dive into the People commitments of the Police and Crime Plan, including associated metrics	To understand the impact of activity the PCC has undertaken to deliver the 'People' commitments within the Police and Crime Plan, which include: <ul style="list-style-type: none"> - Improvements to capturing data on police visibility and abstractions - Investment in wellbeing, welfare and professional development of officers and staff - Work to recruit, retain and progress officers to create an inclusive and representative workforce - Increasing the number of police volunteers 	
16 March 2026	Fraud and Online Crime	To examine the Commissioner's Police and Crime Plan commitment to increase the number of Fraud and Cyber Crime reports from the public, including: <ul style="list-style-type: none"> - Increase the identification and investigation of fraud and cybercrimes - Develop a local 'public health' partnership approach to prevent, tackle and support victims of fraud and online crime. - Working with partners to ensure prevention and enforcement against online child sexual abuse - Use of Sexual Harm Prevention Order and Sexual Risk Orders used to address online crimes - Campaign for and support stronger regulation of social media companies. 	Tackling fraud and cybercrime is one of National Policing Priorities. Fraud Policing Research by The Police Foundation recommended a public health approach
16 March 2026	HMICFRS National Child Protection Inspection of WMP	To examine the Commissioner's response to the HMICFRS Child Protection Inspection of WMP and activity holding the force to account on child protection, including Operation Hydrant.	The HMICFRS National Child Protection Inspection of West Midlands Police was published in November 2025

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
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.
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> - <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 	Item suggested at WMPCP workshop
PCC Statement of Accounts	People and Resources	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.	
PCC Medium Term Financial Plan	People and Resources	To provide the Panel with useful information and context to inform its scrutiny of policing precept in February.	

West Midlands Police and Crime Panel

Working Group on Data Presentation in Panel Reports

Terms of Reference

Purpose

To review how data and performance information is presented and formatted in Panel reports with the aim of developing principles for improving clarity, accessibility, and usefulness for scrutiny.

This work responds to comments made at the 17 November 2025 meeting and builds on the performance briefing session and reference pack produced by the Office of the Police and Crime Commissioner.

Objectives

1. **Assess Current Practice:** review examples of panel reports and examine the accessibility of data presented for Panel members and the public.
2. **Identify Improvements:** explore ways to make data presented in reports clearer and more user-friendly.
3. **Develop Principles for Future Data Presentation:** Produce a set of practical suggestions for formatting and structuring data in reports to be presented to Panel on 16 March 2026.

Membership

A minimum of four members (Councillors and Independent Members) to include cross-party representation from the Panel.

Timeline

The Working Group will meet in January and February 2026 and present its conclusions at the 16 March 2026 Panel meeting.

Officer support and contributors

The working group will be supported by WMPCP officers and will invite the OPCC Performance Manager to contribute.