

**West Midlands Police and Crime Panel**

**Monday 9 January 2023 at 14:00 hours**

**Committee Room 3, Coventry Council House, Earl Street, Coventry, CV1 5RR**

This meeting will be livestreamed on the [Coventry City Council Webcast Portal](#)

More information about the Panel, including meeting papers and reports, can be found at [www.westmidlandspcp.co.uk](http://www.westmidlandspcp.co.uk)

Contact Officer: Sarah Fradgley email: [wmpcp@birmingham.gov.uk](mailto:wmpcp@birmingham.gov.uk) Tel: 07927 665 829

**AGENDA**

Supporting Document	Item	Topic	Approximate time
	<b>1</b>	<b>NOTICE OF RECORDING</b> 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.	<b>14:00</b>
	<b>2</b>	<b>APOLOGIES</b>	
	<b>3</b>	<b>DECLARATIONS OF INTEREST (IF ANY)</b> 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 the Local Government Association's Model Councillor Code of Conduct is set out via <a href="http://bit.ly/3WtGQnN">http://bit.ly/3WtGQnN</a> . This includes, at Appendix 1, a flowchart which provides a simple guide to declaring interests at meetings.	
<b>Attached</b>	<b>4</b>	<b>MINUTES AND PANEL ACTION TRACKER</b> To confirm the Minutes of the meeting held on 14 November 2022.	<b>14:05</b>

Supporting Document	Item	Topic	Approximate time
Attached	5	<b>POLICE AND CRIME PANEL ACTION TRACKER</b> To consider the progress of actions arising from previous Panel meetings.	
	6	<b>PUBLIC QUESTION TIME</b> 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 <a href="mailto:wmpcp@birmingham.gov.uk">wmpcp@birmingham.gov.uk</a>	<b>14:10</b>
Attached	7	<b>POLICE AND CRIME COMMISSIONER'S PRELIMINARY REVENUE BUDGET, CAPITAL PROGRAMME AND POLICING PRECEPT FOR 2023/2024</b>  To consider the Police and Crime Commissioner's preliminary revenue budget, capital programme and precept proposals for 2023/2024.  To inform the discussions of Panel's Budget Sub-Group on 31 January 2023.  Note: The Panel will formally review the Commissioner's proposed precept on 6 February 2023.	<b>14:40</b>
Attached	8	<b>TACKLING SERIOUS VIOLENCE</b>  The Police and Crime Commissioner and representatives of the West Midlands Violence Reduction Partnership will address the meeting.  The Panel are asked to note the progress that is being made across the serious violence agenda.	<b>15:25</b>
Attached	9	<b>POLICE VISIBILITY AND ACCESS - PUBLIC CONFIDENCE INQUIRY THEME</b>  Report of the Police and Crime Commissioner on his oversight of West Midlands Police to improve its contact with the public and call handling performance.	<b>16:10</b>
Attached	10	<b>POLICE AND CRIME COMMISSIONER KEY DECISIONS</b>  Key decisions published by the Police and Crime Commissioner since the last Panel meeting are attached for consideration. Decisions can be viewed on the Commissioners webpage: <a href="https://www.westmidlands-pcc.gov.uk/decisions/">https://www.westmidlands-pcc.gov.uk/decisions/</a>	<b>16:40</b>
Attached	11	<b>PANEL WORK PROGRAMME</b>  To note the Panel's current work programme for 2022-23.	<b>16:45</b>

<b>Supporting Document</b>	<b>Item</b>	<b>Topic</b>	<b>Approximate time</b>
<b>Attached</b>	<b>12</b>	<b>POLICE AND CRIME COMMISSIONER ANNUAL REPORT 2020/2021 – FINAL VERSION</b>  Following the panel review of the PCC’s Annual Report in November 2022, the final version is presented to the Panel.	<b>16:50</b>
	<b>13</b>	<b>FUTURE MEETING DATES</b>  6 February 2023 – Solihull Council Chamber 20 February 2023 (provisional date if precept veto) Birmingham Council House 20 March 2023 – Birmingham Council House *note change of venue*	<b>16:55</b>
	<b>14</b>	<b>URGENT BUSINESS</b> To consider any items of business by reason of special circumstances (to be specified) that in the opinion of the Chairman are matters of urgency.	<b>17:00</b>

**MINUTES OF THE MEETING OF THE WEST MIDLANDS POLICE AND CRIME PANEL HELD ON MONDAY 14 NOVEMBER 2022 AT 14:00 HOURS – WALSALL COUNCIL CHAMBER**

**PRESENT: -**

Cllr Alex Aitken – Birmingham  
Cllr Paul Bradley – Dudley  
Cllr Alan Feeney – Solihull  
Cllr Jasbir Jaspal – Wolverhampton  
Cllr Abdul Khan – Coventry  
Cllr Richard McVittie – Sandwell  
Cllr Gareth Moore – Birmingham  
Kristina Murphy - Independent Member  
Cllr Waheed Rasab - Walsall  
Cllr Suky Samra – Walsall  
Cllr Kath Scott – Birmingham  
Cllr Pat Seaman - Coventry

**ALSO PRESENT: -**

Simon Foster – West Midlands Police and Crime Commissioner  
Jonathan Jardine –Chief Executive, OPCC  
Alethea Fuller – Deputy Chief Executive, OPCC  
Mark Kenyon – Chief Finance Officer, OPCC  
Richard Costello – Head of Communications, OPCC  
Amelia Murray – Overview and Scrutiny Manager, BCC  
Sarah Fradgley– Panel Scrutiny Officer, BCC

**681 NOTICE OF RECORDING**

The Chair announced that the meeting would be livestreamed and recorded for subsequent broadcast via the Walsall MBC meeting portal and that members of the press and public may record and take photographs except where there were confidential or exempt items.

**682 APOLOGIES**

Apologies for non-attendance were received on behalf of Councillor Akhtar (Coventry), Cllr Hussain (Sandwell) Cllr Millard (Sandwell), Cllr Razzaq (Dudley) and Lionel Walker Independent Member.

**683 DECLARATIONS OF INTEREST**

None declared.

**684 PANEL MEMBERSHIP**

**RESOLVED: -**

**That the Birmingham City Council appointment of Councillor Ray Goodwin to replace substitute member Councillor Akhlaq Ahmed, be noted.**

**685 MINUTES OF LAST MEETING**

**RESOLVED: -**

**That the minutes of the meeting held on 19 October 2022 be confirmed as a correct record and signed by the Chairman.**

**686 PUBLIC QUESTION TIME**

No public questions were submitted.

**687 POLICE AND CRIME COMMISSIONER'S ANNUAL REPORT 2021-2022**

Introducing the item, the Chair referred the meeting to the report of the Lead Panel Officer setting out the Panel's statutory responsibilities for reviewing the Police and Crime Commissioner's annual report.

The Police and Crime Commissioner (PCC) introduced his draft annual report 2021-22 and Alethea Fuller, Deputy Chief Executive of the OPCC gave a detailed presentation on the content of the document. The PCC invited comments on the draft report before a final version would be presented to the Panel in January 2023.

During the question-and-answer session relating to the content of the report, the following points were made: -

- **Vetting** - The PCC had obtained assurances that all West Midlands Police employees were vetted to the appropriate level for their role and the Force had completed its aftercare vetting plan in February 2022 to bring the backlog of re-vetting and the security clearances up to date. The OPCC analysed police vetting data to identify, understand and respond to any disproportionality in vetting processes.
- **Police culture** - The PCC's Strategic Policing and Crime Board continued to provide oversight of WMP Operation Santos, that focused on the WMP response to the IOPC Operation Hotton recommendations and the HMICFRS inspection into vetting, misconduct, and misogyny in the police service.
- **Recruitment** - The WMP Officer Uplift was on target to be achieved. However, the Police and Crime Plan objective to increase the number of Black, Asian and Minority Ethnic police officers by 1,000 was not on target and stood at 329 at the end of the reporting period.
- **Total headcount** - PCC was asked to provide the Panel with data on how police officers and staff were currently distributed across West Midlands Police. PCC highlighted that the WMP police staff ratio was below the benchmark ratio of 1 member of staff for every 3 police officers.
- **Officer morale and resignations** - The OPCC was monitoring resignation rates, which were elevated in some areas. The PCC made a commitment to ensure the exit interviews were undertaken by the Force. The Panel was further advised that the attrition rate for new officers was not a concern and a 'remain interview' process for potential leavers had been introduced as part of the Uplift Programme. Jonathan Jardine, OPCC offered to provide a further briefing on the package of support for student officers balancing studies with operational duties, the

findings from the recent police officer and staff survey on morale at West Midlands Police, and data on resignation rates.

- **Neighbourhood policing** - The PCC advised that his Police and Crime Plan commitment of 450 additional neighbourhood officers was on target to be achieved before the end of his term of office. He acknowledged that deployment of officers was an operational decision for the Chief Constable, but he wanted each area to receive its fair share of officers.
- **Major incident response** - The PCC explained he chaired the National Counter Terrorism Collaboration Strategic Board. He was satisfied with the robustness of WMP response to a major incident and highlighted how the Commonwealth Games 2022 had demonstrated embedded working arrangements across blue light services. The PCC's Strategic Policing and Crime Board in January 2023 would consider the annual report on Strategic Policing Requirement, including an assessment of the compliance of WMP of the Manchester Arena Attack inquiry recommendations.
- **Stop and Search** - Responding to concern at the rate of progress towards the PCC's 50% Stop and Search positive outcome rate target, and the continuing negative trend in the disproportionality of those that are subject to a Stop and Search, the PCC advised that he had expressed his disappointment to WMP earlier in the year. He outlined the range of mechanisms in place to scrutinise the use of Stop and Search and assured the Panel of his quarterly monitoring of the data to address performance against both issues.
- **Performance trends and demonstrating impact** – The PCC was asked to include more performance data, case study examples on activities to deliver objectives and details of the impact monitoring conducted by the OPCC of commissioned services and funded activities. It was suggested that including pre-pandemic data would provide the public with a fuller picture of trends specifically in relation to Stop and Search and calls for demand for service. It was noted that a performance dashboard would be added to the final document.
- **Force Contact** – The PCC reported that WMP was failing to meet service level agreements for force contact. He summarised the WMP improvement plan and assured the meeting he was regularly monitoring progress and wished to see significant improvement over the next 12 months. Responding to a question as to the strategy for prioritising non-emergency calls for service reported through the Street Safe App and WMNow, the PCC explained that all calls for service and responses were graded.
- **Funding** - Responding to some concern expressed at the meeting about the PCC's focus on the level of government funding for WMP, the PCC felt it important to provide the public with the context of resourcing but acknowledged that the Force must make the best of available resources.
- **Violence Reduction Partnership** – The OPCC summarised a range of intervention and prevention education programmes coordinated by the VRP. It was explained that the Home Office and Youth Endowment Fund required rigorous assessment of the impact of funding. The VRP was currently developing its Joint Strategic Needs Assessment that the PCC would use to focus activities.
- **Impact areas** – The PCC explained that impact areas were geographical areas with focussed intervention and prevention activities over a 10-year period to reduce crime and address structural and systematic issues. He undertook to advise the panel of the establishment date of the Impact Area programme.

Drawing the discussion to a close, the Chair explained that the Panel would prepare a report and recommendations on the Annual Report 2021-2022 for the Police and Crime Commissioner to consider.

**RESOLVED: -**

- i. That following the conclusion of the meeting, the Panel report and recommendations based on its review the Police and Crime Commissioner’s Draft Annual Report 2021-2022 be prepared.**
- ii. That a copy of the Panel report, together with and the Police and Crime Commissioner’s response to it, be published on the Panel’s website.**
- iii. That the Police and Crime Commissioner provide the panel with the following information requested during the debate: -**
  - Data on how the total headcount of police officers and staff were currently distributed across the West Midlands Police Force.**
  - The package of support provided to student police officers.**
  - The findings from the recent police officer and staff survey to understand the current picture of officer and staff morale.**
  - Data on resignation rates across the Force.**
  - The establishment date of the West Midlands Impact Area Programme.**

**688 PANEL WORK PROGRAMME 2022/2023 AND FUTURE MEETING DATES AND VENUES**

The Panel work programme and future meeting venues was noted.

The meeting ended at 16:40 hours

.....

CHAIR

## West Midlands Police and Crime Panel – Action Tracker January 2023

**Date:** 9 January 2023

**Report of:** Panel Lead Officer: Kevin O’ Keefe Chief Executive Dudley MBC

### 1. Purpose of Report

The purpose of this report is to update the Panel on the status of actions arising from previous meetings.

### 2. Recommendations

The Panel is recommended to consider the information set out in tables 1, 2 and 3 of the report

#### 1. Outstanding Actions from 2021-2022

<i>Minute/ Action No.</i>	<i>Meeting date</i>	<i>Action</i>	<i>Update/ notes</i>
630	Jan 2022	The PCC compares the budgets of the most similar forces and reports this information to the panel when setting the budget.	This data will inform the panel budget debate January/ February 2023

#### 2. Outstanding Actions 2022-2023

<i>Minute/ Action No.</i>	<i>Meeting Date</i>	<i>Action</i>	<i>Update/ Notes</i>
620	Nov 2021	The OPCC to feedback on communications and publicity plans in relation to the Fairness and Belonging Plan and Recruitment.	Programmed 20 March 2023
629	Jan 2022	CLlr Brennan, West Midlands Victims’ Commissioner be invited to report back on improving victim satisfaction survey response rates and her examination of local Victims’ Right to Review provisions.	Programmed 6 Feb 2023
676ii	Oct 2022	The Commissioner provide a full breakdown of where Safer Streets phases 1, 2, and 3 funding has been allocated across the region.	
676 iii	Oct 2022	The Commissioner to arrange Violence Reduction Partnership briefing so members can understand the impact it has made.	Programmed 9 Jan 2023
687 iii a	Nov 2022	The Police and Crime Commissioner provide the panel with a breakdown of how the total headcount of police officers and staff are currently distributed across West Midlands Police Force.	
687 iii b	Nov 2022	The Police and Crime Commissioner provide a summary of the package of support provided to student police officers.	
687 iii c	Nov 2022	The Police and Crime Commissioner report back on the findings from the recent police officer and staff survey to enable the Panel to understand the current picture of officer and staff morale.	
687 iii d	Nov 2022	The Police and Crime Commissioner provide the Panel with data on resignation rates across the Force.	



### 3. Completed Actions 2022-2023

<i>Minute/ Action No.</i>	<i>Meeting Date</i>	<i>Action</i>	<i>Update/ Notes</i>
672ii	Oct 2022	Public Confidence in Policing Scrutiny Inquiry – Programming six-monthly progress reports tracking progress of recommendations.	Programmed for 20 March 2023, and six-monthly thereafter
672iii	Oct 2022	Four key themes arising from the Public Confidence in Policing Scrutiny Inquiry recommendations – to enable panel to examine progress in greater detail, further reports be programmed on: <ol style="list-style-type: none"> <li>1. Understanding public confidence locally</li> <li>2. Force accessibility</li> <li>3. Victims of crime</li> <li>4. Progress and outputs from the Fairness and Belonging Plan.</li> </ol>	Items scheduled on Panel work programme
673ii	Oct 2022	A copy of the PCC’s Estates Strategy November 2021 report be circulated to Members for information.	Report sent to members
674	Oct 2022	Volunteers sought to join the Panel Budget Sub-Group (minimum of 3 Panel Members)	Sub-group membership finalised (Hussain, Feeney, Jaspal, Murphy)



## **Report to the West Midlands Police and Crime Panel - Preliminary Revenue Budget and Capital Programme Proposals 2023/24**

**Date: 9 January 2023**

Report of: Mark Kenyon, PCC Chief Finance Officer

Report author: Mark Kenyon, PCC Chief Finance Officer

### Purpose

- 1.1 This report sets out the details of the provisional Police Grant Settlement and the preliminary revenue budget, capital programme and precept proposals for 2023/24. Further details will be presented to Panel at its meeting on 6 February 2023, when the council tax base details should be available.

### Budget Consultation

- 1.2 In view of the continued uncertainty about Government Grant levels in 2023/24, the Commissioner did not commence consultation on budget proposals for 2023/24, until the Provisional Grant announcements were reviewed on 14 December 2022. The consultation period runs until 3 February 2023.

### 2023/24 Provisional Grant Settlement

- 1.3 The total grant settlement for the West Midlands in 2023/24 is £569.7m, which is an increase of £10.3m on the 2022/23 Settlement. This is consistent with the Commissioner's medium-term financial planning assumptions. This additional grant reflects the commitments made earlier this year to maintaining the police officer uplift programme and the 2022-23 police officer pay award.
- 1.4 The other main points to note from the settlement are as follows:
  - The Settlement includes the opportunity for PCC's to raise their precept by up to £15 per year per Band D property in 2023/24. This is an increase of £5 on the £10 announced as part of the three year Spending Review in 2021.
  - PCC's are expected to pay for the Police Staff 2022 pay award, along with 2023 pay awards from the funding settlement. This will be a significant cost to the police budget.
  - Funding for the social care levy has been removed from core funding, due to the cessation of the increased contributions in November 2022.

- PCCs will also be required to fund other significant cost pressures. These include increases in the cost of gas, electricity, fuel, and general inflation; currently at record levels, and other costs.
- Continuation of the £7m pension grant, as a flat cash grant for 2023/24.
- PCCs will have to demonstrate that they have maintained their overall headcount, comprised of their agreed Police Uplift baseline, plus their allocation of the 20,000 additional officers. For West Midlands Police (WMP) this equates to £16.8m in 2023/24, which is conditional on WMP maintaining a headcount of 7,909.
- The Government expects the police to continue to build on the progress made on improving efficiency and productivity, expecting to see at least £100m of cashable efficiency savings by 2024/25. In 2021/22, policing made efficiency savings of almost £40m, including cashable savings of £25m and non-cashable savings of £15m. In addition, the National Police Chiefs' Council has been commissioned to conduct a review of operational productivity in policing.
- For 2023/24, the Government will maintain settlement funding for programmes that prevent crime and help keep communities safe, including:
  - Funding to combat serious violence, including Violence Reduction Units and Grip 'hotspot policing' programme.
  - Delivering on the commitments made in the 10-year drug strategy, by prioritising funding to clamp down on drugs and County Lines activity, which has already achieved 2,900 county line closures since 2019.
  - Continuing to invest in tackling exploitation and abuse, including child sexual exploitation and modern slavery.
  - Prioritising Regional Organised Crime units, ensuring they are equipped with the specialist capabilities and dedicated resource needed to support law enforcement, in confronting serious and organised crime.

## Responding to the Provisional Settlement

### 1.5 The Commissioner has the following observations on the provisional settlement:

- The £15 increase in the precept is required and is not discretionary for areas such as the West Midlands, that are significantly reliant on funding from Central Government and has the second lowest precept level nationally.
- Although the settlement states forces should exhaust all options to balance the budget prior to looking to increase the precept, due to the nature of West Midlands Police funding and the current financial climate, the government has effectively mandated an increase in the precept by £15 per annum, per Band D property.
- The combined increases in grant and precept will not be sufficient to cover the pay and other significant inflationary pressures for 2023/24. The harsh reality is that West Midlands Police is facing a £28.1m deficit in 2023/24.

- The ability to raise the precept by £15 continues to shift the burden of police funding from Central Government, to local taxpayers in order to maintain the current level of policing.
- On the government's own analysis, West Midlands Police will receive the fifth worst financial settlement of any Force in the country. This will be a below inflation 3.3% rise, compared to the 4.3% rise given to areas such as Hertfordshire, Sussex and Wiltshire.
- The programmes that have been put in place in West Midlands Police have increased the efficiency and productivity of the Force. This includes the difficult decisions that have been made to sell some police buildings to protect and increase police officer numbers in the West Midlands. The benefits of these programmes will help meet the national efficiency savings included in the funding settlement.
- The existing grant damping arrangements and real terms cuts in grants and "top slicing" are unfair and iniquitous, particularly to those policing areas which currently rely on significant proportions of police grant. The damping mechanism in the current police funding formula penalises West Midlands Police by around £40 million per annum.

#### Budget Proposals

1.6 In framing these outline budget and precept proposals, the Commissioner has had regard to:

- The priorities in the Police and Crime Plan.
- The implications of the provisional funding settlement.
- Existing budget commitments and inflationary pressures.
- Continued support for the Estates strategy, and implementation of Continuous Improvement methodology and Priority Based Budgeting, to deliver savings and efficiencies in the short to medium term. These will help the Force to continually challenge the way services are provided, maximise innovation and drive efficiency and productivity.
- Determining the level of reserves available to support the revenue budget to balance expenditure against resources and support the Estates Strategy and continuous improvement programmes. Current planning assumptions in the medium-term financial plan are to utilise the balance of the Project and Programme reserves by 2026, leaving only those reserves that are required for the day to day operation of the Force.
- West Midlands Police continue to drive efficiency across the Force to increase capability and capacity.

1.7 The table below compares the 2022/23 budget with the updated 2023/24 Medium Term Financial Plan (MTFP).

Revenue Budget, £m	2022/23 including CWG	2023/24 MTFP
Pay Costs	656.8	672.5
Non-Pay Costs including Projects	244.2	176.3
External Income	(198.5)	(105.0)
<b>Force Costs</b>	<b>702.5</b>	<b>743.8</b>
Office for the PCC	2.9	3.0
Community Safety	3.9	3.9
External Commissioning	2.1	2.1
<b>PCC Costs</b>	<b>8.9</b>	<b>9.0</b>
<b>Total Costs</b>	<b>711.4</b>	<b>752.8</b>
Police Grants	(563.7)	(569.7)
Precepts	(134.6)	(149.3)
Planned Use of Reserves	(13.1)	(5.7)
<b>Funding Gap</b>	<b>0.0</b>	<b>28.1</b>

1.8 The 2023/24 (MTFP) outline base budget includes all 2022 pay awards, provisions for the 2023 pay award for all officers and staff at 3.0%, inflationary pressures on non-pay, and attrition and recruitment in line with the Force's workforce plan.

1.9 In line with existing planning assumptions, a funding gap of £28.1m is estimated. To address this funding gap a number of initiative's have been put into place. These include:

- For 2022/23, WMP are currently holding police staff vacancies, with operational exceptions, have frozen Police Community Support Officers (PCSO) recruitment in the short term, reduced capital expenditure for IT and fleet and have reviewed / reduced agency spend where possible. This has created an in-year underspend of £5.6m to date. This will be transferred to reserves and drawn down to help balance the 2023/24 budget, allowing time to generate more long-term solutions to balance the budget.
- Reducing the Revenue Contributions to Capital to fund the 2023/24 capital programme, without impacting on delivery of business as usual replacements, WMP have borrowed £7m to fund part of the short-term capital programme.

1.10 A priority-based budgeting style exercise is underway across WMP to review and identify how the budget gap will be managed as part of the budget build exercise. This includes reducing overtime by £4m. At the meeting of the Panel on the 6 February 2023, further details will be provided as to how the budget for 2023/24 will be balanced.

#### Council Tax Issues

1.11 In recognition of the pressures faced by policing, the provisional settlement has allowed for greater flexibility from the Spending Review 2021, when setting budgets for 2023/24. Therefore, the referendum limit for PCCs in England for 2023/24 will be

£15, an additional £5 precept flexibility over and above the announcement made at Spending Review 2021.

1.12 The following table sets out what the £15 would mean for local Council Tax Bands:

<b>Band</b>	<b>Statutory Proportion</b>	<b>2022/23 Precept £: p</b>	<b>2023/24 Precept £: p</b>	<b>Change Annual £: p</b>	<b>Change Weekly £: p</b>
Band A	6/9	125.03	135.03	10.00	0.19
Band B	7/9	145.87	157.54	11.67	0.22
Band C	8/9	166.71	180.04	13.33	0.26
<b>Band D</b>	<b>9/9</b>	<b>187.55</b>	<b>202.55</b>	<b>15.00</b>	<b>0.29</b>
Band E	11/9	229.23	247.56	18.33	0.35
Band F	13/9	270.91	292.57	21.66	0.42
Band G	15/9	312.58	337.58	25.00	0.48
Band H	18/9	375.10	405.10	30.00	0.58

1.13 The Commissioner is consulting on a precept increase of £15 per annum, per band D property. For Band D Council Taxpayers in the West Midlands this increase would be £1.25 per month. The police precept in the West Midlands would still be amongst the lowest in the country. It is important to note, the majority of properties in the West Midlands are below Band D, so the increase will be less than £15 on average.

1.14 The graph in Appendix One shows the Council Tax precept Band D levied across all forces for 2023/24, if all Police and Crime Commissioners increase their precept by £15. The graph demonstrates the West Midlands will continue to have the second lowest policing council tax precept in the country at £202.55 for a Band D property. This is compared to £315.61 for the highest in England and significantly less than neighbouring forces.

1.15 The provisional settlement to allow flexibility to increase the Band D precept by up to £15 would generate an additional £13.1m in 2023/24. There is a risk that the council tax base will be lower than planned for 2023/24 as a result of the economic impacts of increased inflationary pressures affecting household income. We will not know the implications of this until January 2023, when local authorities declare their individual tax bases.

#### Capital Programme

1.16 The main items in the capital programme contained in the table below, include major investments in the Force Estates Strategy and maintaining the vehicle replacement programme, IT and Digital capital strategy, major equipment such as Tasers and Body Worn Video and general equipment. The capital programme will be financed by a combination of revenue contributions, capital receipts and additional borrowing as required.

Capital Programme, £m	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Fleet	4.7	5.1	5.7	6.4	6.6	23.8
Body Worn Video	0.7	1.4	1.0	1.0	1.0	4.3
Taser	0.0	0.0	0.0	1.8	1.0	2.8
Mobility Devices	2.5	3.0	3.0	3.0	3.0	12.0
Laptops / Desktops	2.0	2.0	2.0	2.0	2.0	8.0
IT Infrastructure	5.9	4.0	5.5	5.5	5.5	20.5
<b>Total Business as Usual Capital</b>	<b>15.8</b>	<b>15.5</b>	<b>17.2</b>	<b>19.7</b>	<b>19.1</b>	<b>71.4</b>
Estates Strategy	6.6	36.8	33.0	25.0	27.5	122.3
<b>Total Capital Programme</b>	<b>22.4</b>	<b>52.3</b>	<b>50.2</b>	<b>44.7</b>	<b>46.5</b>	<b>193.8</b>
<b>Business as Usual Funded by:</b>						
Revenue Contributions	15.8	8.5	17.2	19.7	19.1	64.4
Borrowing	0.0	7.0	0.0	0.0	0.0	7.0
<b>Estates Strategy Funded by:</b>						
Planned Borrowing	2.0	33.6	30.0	15.0	12.3	90.9
Capital Receipts	4.6	3.2	3.0	10.0	15.2	31.4
<b>Total Funding</b>	<b>22.4</b>	<b>52.3</b>	<b>50.2</b>	<b>44.7</b>	<b>46.5</b>	<b>193.8</b>

## Recommendations

1.17 The Panel is asked to consider the Commissioner's budget, which includes provision for:

- Maintaining the number of police officers in line with the Police Uplift Programme for West Midlands Police.
- The provision of improved equipment and technology to frontline officers to support capability, safety and welfare.
- The costs and benefits arising from the continued support for the Estates Strategy, Continuous Improvement Programme and Priority-Based budgeting.
- A savings requirement of £28.1m. Further details as how this will be met will be detailed in the report to Panel on the 6th February 2023.

1.18 Subject to the outcome of the Commissioner's budget consultation, a precept increase of £15 per annum, per Band D property and the associated increase on all other properties in 2023/24.

## Finance Implications

1.19 This report solely deals with financial issues.

## Legal Implications

10.1 The production of the PCC's Accounts is governed by the Local Government Act 1982 and Regulations made under that Act. The Local Government Act 1988

requires the PCCs to make arrangements for the proper administration of their financial affairs.

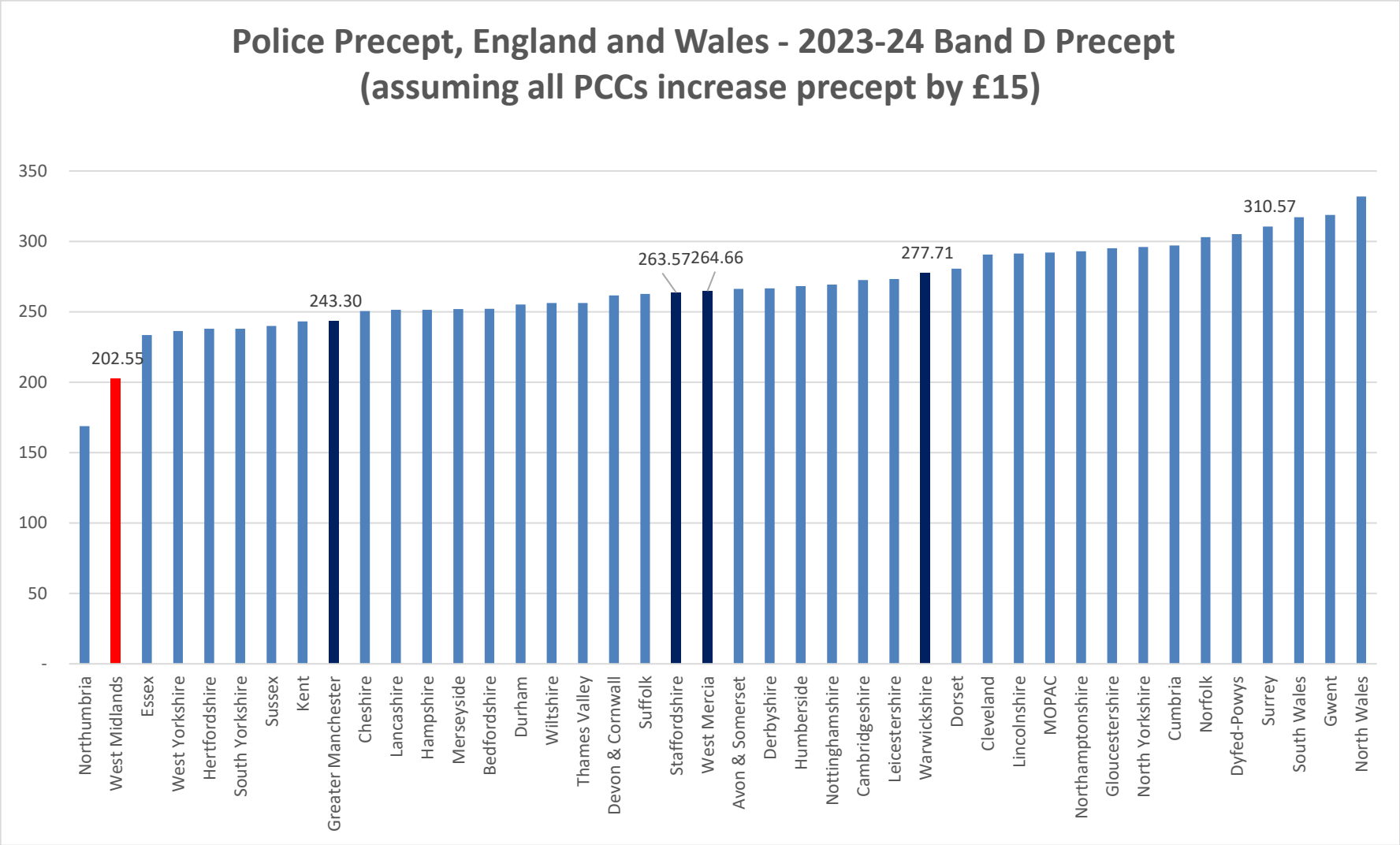
#### Equalities Implications

1.20 This report solely deals with financial issues.



**Appendix One**

Police Precept, England and Wales – 2023/24 Band D Precept (assuming all PCC’s increase precept by £15)



## Tackling Serious Violence

Date: 9 January 2023

Report of: The Police and Crime Commissioner, Simon Foster

Report authors: Nikki Penniston, Sara Roach, Chief Superintendent Kim Madill –  
Violence Reduction Partnership

Alethea Fuller – West Midlands Community Safety Partnership

Simon Down – Local Criminal Justice Board

### 1 Purpose

- 1.1 The Purpose of this report is for the Police and Crime Panel to understand how the Police and Crime Commissioner (PCC) Simon Foster, is providing oversight to West Midlands Police to reduce serious violence. This will include an overview of the volume and trends in serious violence, and how the West Midlands compares to other similar force areas. West Midlands Police is an integral partner in the Violence Reduction Partnership (VRP) which brings together the Police, National Probation Service, health and education professionals, youth justice and local authorities to address the underlying causes of violent crime and work together with communities to prevent it. The PCC is the Chairperson of the West Midlands VRP Strategic Executive Board. This report will also update the Panel on some of the activities taking place, how the impact of the activities is being measured and the outcomes that have been achieved.
- 1.2 The report will also highlight how the PCC is working in partnership with criminal justice and community safety partners to reduce serious violence, and what outcomes have been achieved.

### 2 Recommendations

- 2.1 The Panel are asked to note the progress that is being made across the serious violence agenda.

### 3 Finance Implications

- 3.1 The budget for the VRP for 2022-2023 is £5,945m, funded through the Home Office and the West Midlands Community Safety Budget is funded through Police Main Grant and has been maintained at the level of £3,863,303 for a number of years, in recognition of the importance that the PCC places on regional and local responses to emerging issues and enabling partners to respond flexibility through a local budget allocation.

## 4 Legal Implications

- 4.1 The Police Reform and Social Responsibility Act 2011 places a mutual duty on PCCs and responsible authorities in Community Safety Partnerships (CSPs) to cooperate to reduce crime, disorder and re-offending. There is also a similar reciprocal duty on the PCC and criminal justice bodies to cooperate. The Serious Violence Duty comes into force in 2023, through the Police, Crime, Sentencing and Courts Act and will require local authorities, the police, fire and rescue authorities, specified criminal justice agencies and health authorities to work together to formulate an evidence based analysis of the problems associated with serious violence in a local area, and then produce and implement a strategy detailing how they will respond.

## 5 Equalities Implications

- 5.1 As a VRP, we know disparities are often most evident in the areas that are most closely related to our work, that of violence, policing, and the criminal justice system. As set out in the report at Appendix 1, the West Midlands is one of the most diverse areas in the country. The PCC recognises the importance of diversity, which brings with it differences in experiences, perspectives, thoughts and delivery and we build the foundation of equalities at the centre of all the work that we do. We focus work on young people through the Youth Assembly and [Youth Commissioners](#), work with business and within communities and localities as well with the Faith Alliance. The impact of a decade of austerity has exacerbated inequalities, and further stretched those vital preventative public services. This makes place based, local working even more important.
- 5.2 The diversity in the make-up of our staff team across the OPCC and the VRP, currently stands at 30%, as we truly believe that the staff team should reflect the wider make-up of the communities in which we are working.
- 5.3 One of our core values is Equality, Diversity and Inclusion (EDI) and our work focusses on fairness and belonging. We have focussed on the processes and systems of our own organisation and the work of West Midlands Police.
- 5.4 We are now;
- in the process of developing a brave and trusting space to discuss challenges and our aspirations as we work towards becoming an anti-racist organisation
  - anti-racist training practice for all our staff
  - we are in the process of co-producing a long-term approach to EDI for the whole organisation
  - we now incorporate training and the development of equality impact assessments in all of our work.

## **6 Appendices**

- 6.1 Appendix 1 Serious Violence Report – Violence Reduction Partnership
- 6.2 Appendix 2 Serious Violence Report - Community Safety Partnerships and Local Criminal Justice Board

# Tackling Serious Violence – Appendix 1

## Report of West Midlands Police and Crime Commissioner

### Purpose of Report

1. This is a paper to report on how the PCC is providing oversight to West Midlands Police to reduce serious violence and to provide an update on how the PCC is working in partnership with criminal justice and community safety partners to reduce serious violence. In addition, the report includes detail on the activities of the Violence Reduction Partnership.

### Background

2. Serious youth violence (the focus nationally is worded under 25 Violence with Injury) is a wide-ranging challenge which affects individuals, families and communities. It comes in multiple forms, takes place within different contexts and situations and cuts across culture, race and socio-economic status.
3. The UK Government and West Midlands Police and Crime Commissioner have both set Youth Violence as a priority. A number of police forces (including WMP) have received Home Office Serious Youth Violence Funding to specifically target under 25 violence with injury and knife crime. These funds support the work of the Violence Reduction Partnership (VRP) and 'GRIP' which provides additional and enhanced policing activity in violence hotspots.
4. The WM VRP is one of 20 across the country, established in 2019 to build capacity in local places and systems and to tackle the root causes of violence. Leading and facilitating multi-agency, multi-sector partnership working, the VRP is made up of a range of specialists who work regionally and locally to facilitate and encourage the development of system wide responses to violence; as well as directly delivering and commissioning a range of services/interventions.
5. The Home Office monitor three primary metrics under this fund:
  - Reduction in hospital admissions for assaults with a knife or sharp object and especially among those victims aged under 25.
  - Reduction in knife-enabled serious violence and especially among those victims aged under 25.
  - Reduction in all non-domestic homicides and especially among those victims aged under 25 involving knives.
6. The Government's focus on under 25 violence with injury includes a wide range of offending. These include school linked offences; robbery; serious and organised crime; urban street gangs; night-time economy; county lines exploitation; violence against women and girls; and firearms enabled crime. This is a multi-dimensional and complex problem. The drivers of youth violence have been subject to a number of studies including Crest Review of Violence and Vulnerability (February 2021) and the Youth Violence Commission Final Report (July 2020), which identified factors driving violence are:
  - Trauma and normalised behaviours
  - Exclusion from education and lack of skills
  - Lack of youth services and investment in early years
  - Poor local infrastructure
  - Unsafe/crowded/unaffordable housing
  - Lack of employment opportunities/well paid employment
  - Poor/absent parenting and neglect

Criminal exploitation will target those subjected to these circumstances. In considering these factors, it presents an acute challenge to the West Midlands region.

7. The WMP region is complex in terms of diversity and vulnerability:

**A Young Region** - In the 2021 census, 34% of the population of the West Midlands were under 25, which is higher than the average for England and Wales (29%).

#### **A Diverse Region**

30% of the West Midlands identified as non-white ethnicity in the 2011 Census, but this figure is likely to be higher in 2022, although 2021 Census results have not been fully released at the time of writing. The breakdown of non-white ethnicity in the West Midlands is as follows - Asian (19%), Black (6%) and Mixed / Other (5%).

#### **Deprivation**

The Index of Multiple Deprivation (2019) revealed that a quarter of the population of the West Midlands (26%) live in areas of significant deprivation – the top 10% most deprived in areas in England.

Similarly, Department of Education statistics indicate that 25% of children in the West Midlands are eligible for free school meals - a higher proportion than in Merseyside (%), Greater Manchester (%) and West Yorkshire (%) – three of the most similar police force areas.

#### **Low educational attainment**

Latest statistics for educational attainment (2019) show that almost a third (32%) of children in the West Midlands did not achieve a good level of educational development in Early Years Foundation Stage profiles. Again, this is higher than the average for England at 29%.

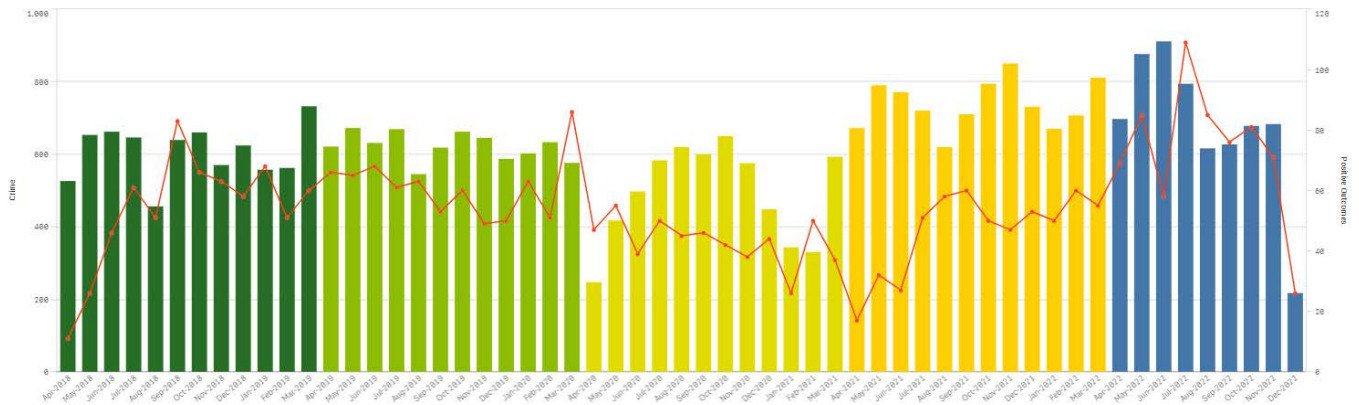
#### **Homelessness**

In 2021, more than 15,000 households had a homelessness assessment. Birmingham was third highest in England for homelessness assessments, behind Leeds and Manchester. Coventry was 17th and Wolverhampton 20<sup>th</sup>.

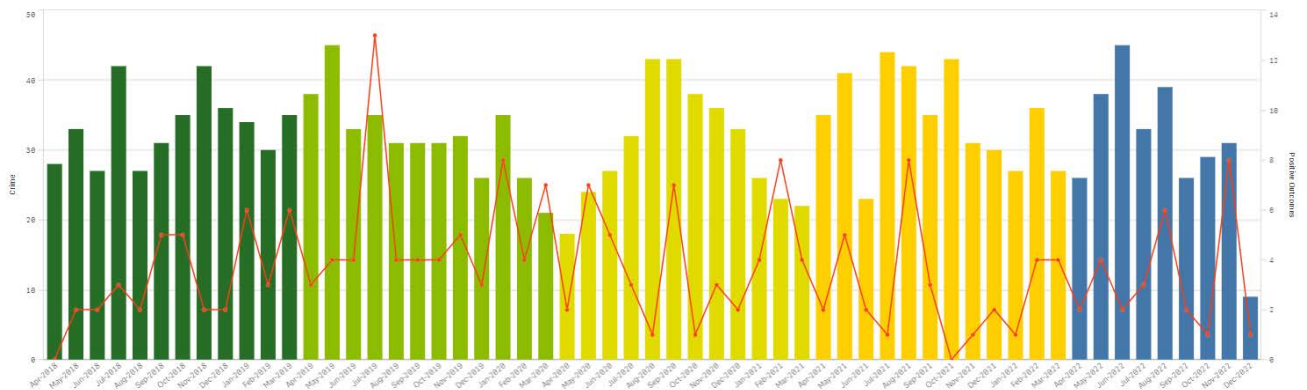
8. These factors present acute challenges for West Midlands Police:
- Deprivation – 1st out of 39 police forces (defined differently in Wales)
  - Unemployment – 2nd out of 42
  - Low educational attainment – 1st out of 42 police forces
  - Homelessness – 1st out of 42 police forces
  - Proportion of young people – 1st out of 42 police forces
  - Diversity – 2nd out of 42 police forces

## 9. West Midlands Serious Youth Violence Data

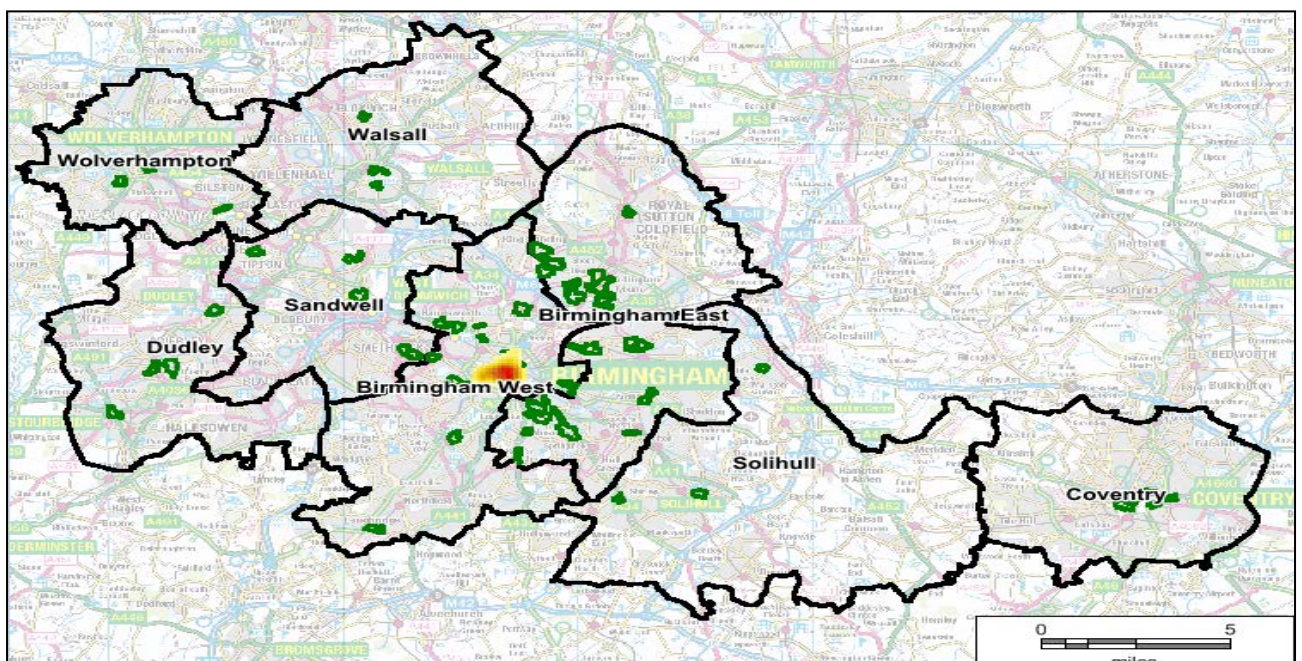
Force wide Serious Youth Violence (the red line indicates positive outcome rate)



Force wide Serious Youth Violence where a knife has been used



November Serious Youth Violence Offending across the West Midlands



- **Forcewide**, November 2022 saw a small increase in Serious Youth Violence (SYV) when compared to October 2022 but a decrease when compared to November 2021. Knife Used offences saw a small increase when compared to the previous month and year.
- Birmingham East saw an increase in SYV and Knife Used offences when compared to October 2022 however levels remain consistent with November 2021. There were no series, patterns or trends. The current hotspot is Sutton Trinity.
- Birmingham West saw an increase in SYV levels and a decrease SYV (Knife Used) offences when compared to the previous month. SYV has seen a decrease and SYV (Knife Used) an increase when compared to November 2021. There were no series, patterns or trends. The most concentrated hotspot was within Birmingham City Centre.
- Coventry saw a decrease in SYV when compared to October 2022 and November 2021. There was also a decrease in SYV (knife used) offences when compared to November 2021. There were no series, patterns or trends. The hotspot was within the City Centre.
- Dudley saw a decrease in both SYV and SYV (Knife Used) when compared to October 2022. SYV has seen a decrease and an increase in SYV (Knife Used) when compared to November 2021. There were no series, patterns or trends. Hotspots were identified in Lye and Stourbridge North.
- Solihull saw an increase in SYV levels and Knife Used when compared to the previous month and when compared to November 2021. Analysis shows there was no identified hotspots however three neighbourhoods were key volume contributors and further analysis shows trends around school related incidents across the NPU. It has also been noted that on some occasions one incident has generated multiple victim records contributing to the overall rise.
- Sandwell saw a decrease in SYV levels and SYV (Knife Used) offences when compared to the previous month. SYV has seen a decrease and no change to SYV Knife Used when compared to November 2021. There were no series, patterns or trends. The most concentrated hotspot was West Bromwich Town Centre.
- Walsall saw a decrease in SYV when compared with the previous month and year however, saw an increase in Knife Used offences compared with October. There were no series, patterns or trends. The current hotspot is within Walsall Town Centre.
- Wolverhampton saw similar levels in SYV to those seen in October 2021 however, there was a significant decrease in SYV when compared to November 2021. In terms of Knife Used offences the NPU also experienced a decrease when compared to October 2022 and November 2021. There were no series, patterns or trends. The hotspot was within Wolverhampton City Centre.

10. **The impact of the cost of living crisis**

The cost of living crisis has been increasingly affecting more and more people and households since inflation started rising in late 2021. This has been exacerbated by higher energy prices following the war in Ukraine and leading to a real-terms sharp fall in disposable income for many in the West Midlands, pushing the poorest communities into further poverty. Whilst the Government has announced some measures to respond to high energy prices, poorer households – on average – are experiencing higher inflation than better off households as reported by the Institute of Fiscal Studies.

11. The VRP Strategic Needs Assessment highlights the strong correlations between areas with high rates of violent crime and the ones with most deprivation, and with



more communities facing increased deprivation due to greater cost of living, it is likely that this could see increases in incidences of violence.

12. National charities such as Refocus have reported that they have seen a direct link between the increase in cost of living and county lines gangs' recruitment noting that young people *"are more willing to consider earning money illegally because they can't get money and so the kind of people they [the gangs] can target, there's more"*.
13. It is critical to address these causes and drivers of violence, appreciating that a requirement for a policing response is often a symptom of overlapping social economic factors that policing alone cannot solve.

### **WMP Violence Strategy**

14. WMP is committed to strong enforcement against violent crime however, enforcement on its own is not the answer. Violence is a multi-faceted challenge and requires not simply a statutory response but also the full commitment of the wider community. We have to try and prevent it happening in the first place as well as to mitigate its effects for those on the receiving end of negative impacts. This requires early intervention using available evidence, insight and data to ensure we have the best possible impact on reducing violent crime and its consequences. Activities associated with these principles cannot be undertaken in isolation. Collaboration with partner agencies is essential to deliver necessary actions – a whole system approach.
15. A new WMP Serious Youth Violence Strategy is in the final stages of sign off having undergone consultation with key stakeholders including VRP colleagues.

### **Violence as a Tactical Priority**

16. Under 25 Violence is a tactical priority for West Midlands Police and is reviewed monthly at the Force Tactical Delivery Board (FTDB) where decisions are made on where to invest the Guardian Taskforce and other force resources.

### **GRIP Funding**

17. GRIP comprises £3.2m per annum for three years. WMP are required to demonstrate 20% match funding in year one, 30% in year two and 40% in the final year. This fund is delivered under Project Guardian

### **Project Guardian**

18. The aim of Project Guardian is to suppress and reduce Serious Youth Violence (*U25 violence with injury with a focus on knife enabled criminality*). WMP have appointed a Superintendent to lead Project Guardian. It is recognised that Serious Youth Violence spans a number of portfolio areas including Violence and Intimidation Against Women and Girls (VAIWG), Night-time Economy (NTE), Serious and Organised Crime (SOCEX), Acquisitive Crime and County Lines. Supported by analytical investment and a Higher Analyst, the Superintendent is focused on delivering the following key areas:
  - Analytical investment to understand the problem and evaluate activity
  - Visible patrol activity in hotspots – Targeted Guardian Patrols
  - Problem-oriented policing to address the root causes of violence – coordinated under Neighbourhood Policing Unit (NPU) Serious Youth Violence (SYV) Reduction Plans
  - Co-ordination with VRP & NPU Commanders to drive a Public Health Approach to SYV through Local Authority CSP structures
  - Grip of offenders and those at risk of being involved in SYV

- Grip & Tracking of investigations, intelligence and intervention where knives used to cause injury – CAPTIVA GUARDIAN
- Investigations investment to improve outcomes

### **Analytical Investment**

19. Guardian have increased capacity from two analysts to three in October 2022 and when fully staffed, the model will include five analysts. Since November, the analysts have become geographically aligned with the objective of gaining a deeper understanding of the drivers for violence in each community and producing insightful analysis. This will provide the ability to enhance local understanding of violence patterns, causes and impact of intervention tactics. The VRP and WMP analytical teams have been working more closely together to overlay intervention/prevention/diversion and policing information. This has recently manifested in a more informed joint approach around the Step Together school chaperone routes. The analytical team are horizon scanning to identify future threats and deliver bespoke police and partner products.
20. WMP have also invested funding into a Data Scientist within the Data Analytics Lab. This role has developed predictive knife crime technology (with a high degree of accuracy) to enable us to task ahead over 4 week tactical periods to where we believe violence will occur.

### **Captiva Guardian**

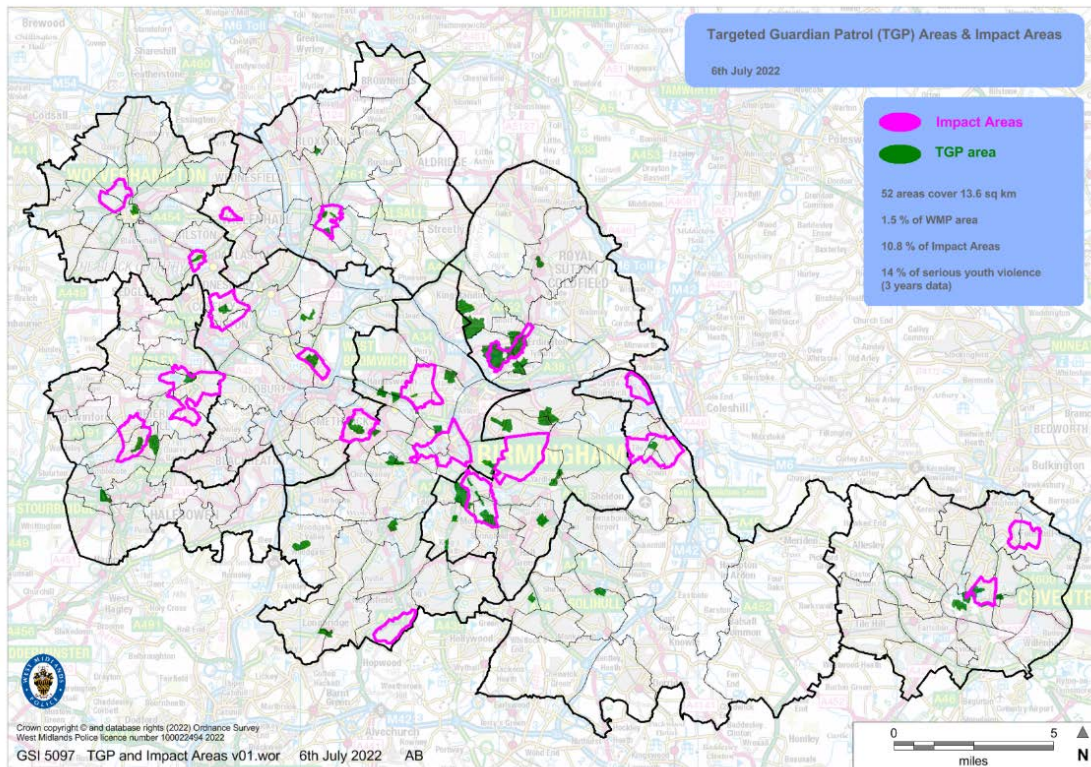
21. Captiva Guardian was launched in Autumn 2022 and delivers a governance structure that prioritises investigation of the most serious youth violence offences involving knives, understanding the threat, scrutiny of investigations, intel and interventions - seeking support from wider resources as required. This forum is led by a Detective Superintendent, deputised by the serious youth violence Superintendent.
22. The objective is to:
  - Prevent the use of knives to cause serious harm to young people across the West Midlands
  - Reduce serious youth violence (knife Used) across the WMP Force area
  - Understand the local threat from knife crime
  - Effectively identify persons vulnerable to future knife criminality
  - Identify effective interventions and pathways for those involved in knife crime
  - Target the supply of knives to young people
  - Increase the recovery of knives
  - Maximise Criminal Justice outcomes
  - Reassure communities that WMP are managing threat from knife crime
  - Effectively Manage those individuals and groups involved in knife crime

### **Hotspot Policing**

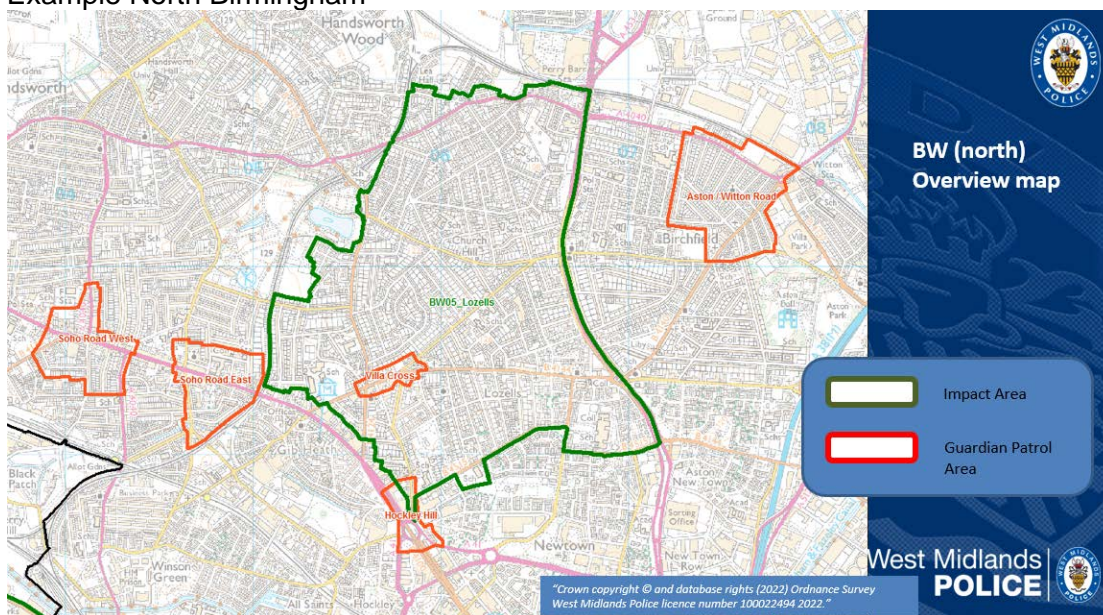
23. WMP have refreshed and refined Serious Youth Violence hotspots with the support of data scientists and overlaid with Organised Crime Group (OCG) activity and predictive knife crime data. There are 57 hotspots identified below that have been geofenced and a randomised deployment method is being conducted to target and evaluate policing activity. There are 57 areas that equate to 1.4% of WMP geography this covers 19% of SYV and 18.4% harm. This is known locally as Targeted Guardian Patrols (TGPs) and was launched on 3<sup>rd</sup> October 2022.
24. The RCT (Randomised Control Test) which underpins the Targeted Guardian Patrols is seeking to understand the impact of High-Visibility Patrols in smaller geo-fenced locations on Serious Youth Violence. Two and a half months into the RCT early

indicators show a positive impact on both the volume and harm index (Cambridge Harm Index) of Serious Youth Violence. Compliance with the RCT is improving and currently stands at \*74% across Force. (\*data associated with Officer arriving in Hotspot within 24hrs of the scheduled time)

25. The next steps are to incorporate in phased elements of engagement and capacity building with communities into these hyper-local areas with a view to gaining a deeper understanding of the effects of building extra capacity (WMNOW, Neighbourhood Watch, Swatch etc) on Serious Youth Violence. For example, Walsall Neighbourhood Policing Unit through visibility in Caldermore have seen more local people become interested and take up Neighbourhood Watch activities.



### Example North Birmingham



26. WMP are enhancing analytical capacity to include:
- Higher Analyst drawing Serious Youth Violence (SYV) themes and opportunities from across violence portfolios.
  - Enhanced regional analytical support to include tracking our Targeted Guardian Patrols.
  - Dashboard development (feedback).
  - Data scientist to support randomised patrol methodology
  - Specialist knife crime analyst to support a CAPTIVA Knife crime meeting – tracking knife assaults, intelligence and interventions
27. WMP have invested in a dedicated Specialist Serious Youth Violence Taskforce who are Behavioural Detection Trained. This is a ring-fenced resource focused on suppressing SYV and deployed according to predictive threat data.
28. Neighbourhood Policing Units are provided with funds to specifically focus visible patrol activity within defined hotspots – *Targeted Guardian Patrols*. (80% funds for hotspots, 20% discretionary). These plans involve an evidenced based approach of injecting visible policing into key areas over short assigned time periods that analysts track through geofencing data. This forms part of a Home Office return but is also subject to evaluation to determine the impact of police activity.
29. Community Engagement measures based on WMP Rimish (Community Engagement) principles to enhance legitimacy will be implemented across the force in hotspot areas.

### **Community Engagement**

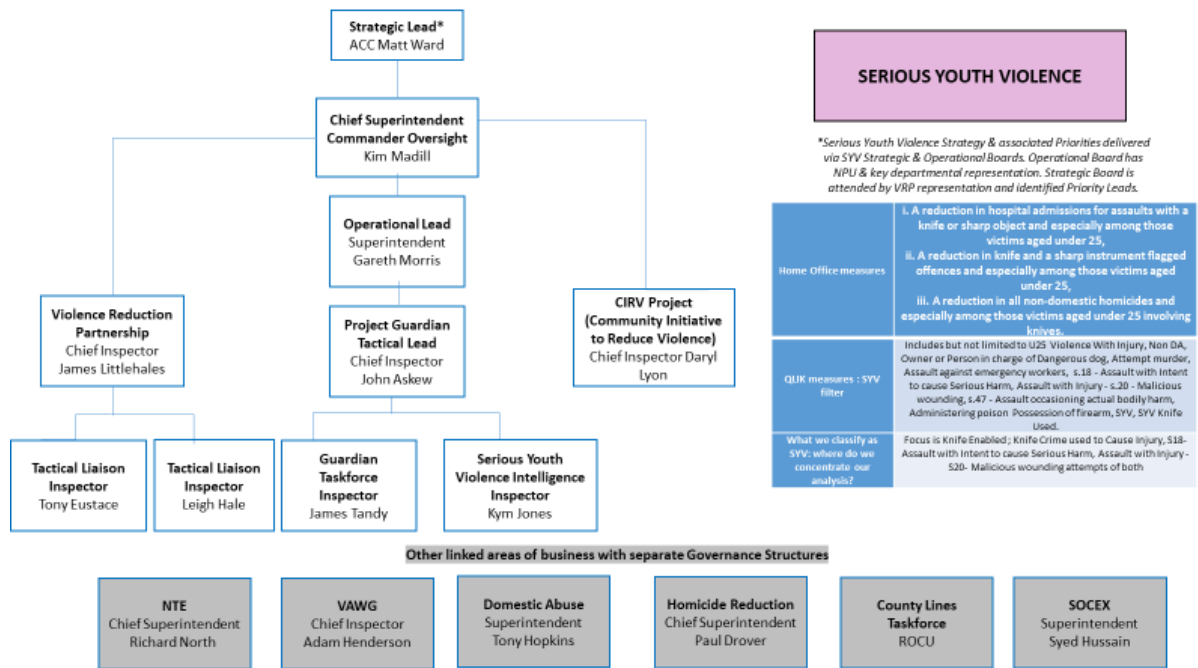
30. Every hotspot must have a community engagement plan which aims to create an environment where policing activity, suppression and stop search within SYV hotspots is understood and supported by the local community. The approach taken by WMP includes:
- Identifying key stakeholders around hotspot locations (residents associations, faith leaders, schools, community groups, etc)
  - Presenting the violence challenge and consulting/engaging on community objectives – what would they like the police to do, what type of communication, how to scrutinise?
  - Ensuring scrutiny and transparency
  - Active Citizens and community mobilisation (ie. knife sweeps, youth support, positive use of open spaces – ‘reclaim the park’) - Community Problem Solving
  - Providing regular updates
  - Reviews, surveys and evaluation

### **Problem Orientated Policing in Hotspots**

31. Enabling a problem-solving approach to Serious Youth Violence requires more than visible policing. WMP have identified repeat and recurring violence hotspots that affect the community and produce heavy demands on police resources. A critical element of this is understanding our offenders, identifying them early and ensuring we have an upstream offer that is intervention and prevention focused. This will be supported by targeted investment of investigations, support and out of court disposals in hotspot areas, this approach seeks to identify the youngest and most vulnerable offending cohorts.

### **Governance**

32. WMP governance structure is shown below. The Home Office also require quarterly reports.



33. The ACC local Policing chairs the SYV Strategic Board that feeds into Performance Panel and conducts follow up quarterly performance review visits.
34. The VRP is overseen and accountable to the West Midlands VRP Strategic Board, Chaired by the Police and Crime Commissioner.

### Role of West Midlands Police, working with the VRP and Local Violence Reduction Partnerships

35. WMP invest 3 full time staff into the VRP – A Chief Inspector and 2 Inspectors. They not only hold areas of responsibility within the VRP but are tasked with ensuring WMP and VRP activity is closely linked and mutually supported. WMP and the VRP analytical teams have begun working more closely and being co-located for part of each working week. Joint products are now co-commissioned to enhance the blend of policing and diversionary/intervention focus.
36. WMP play a key role in local Community Safety Partnerships and Local Violence Reduction Partnerships/Boards to encourage and drive systems change and a public health approach to serious youth violence.
37. WMP works closely with the VRP in the follow up to incidents of serious violence – including joint presence at Consequence Management Meetings and coordination on Offensive Weapon Homicide Review lessons.
38. VRP continue to strengthen a close working relationship with WMP through a joint approach to serious youth violence with the Guardian Taskforce ensuring VRP intervention and prevention complements and is aligned to Guardian Taskforce activity.
39. The Police role within the VRP continues to support local policing across the West Midlands, working with dedicated community navigators across each of the local authority areas and engaging with area command teams ensuring strategic aims are supported and shared through appropriate partnership delivery and that the VRP service offer is fully understood and utilised by local teams.

### **Progress in developing NPU/local level violence reduction plans**

40. A Serious Youth Violence Reduction Plan is in place on every Neighbourhood Policing Unit (NPU), owned by the NPU Commander and led by the NPU Superintendent. West Midlands Police Internal Audit have been commissioned to review the NPU Serious Youth Violence Reduction plans. This review is due to conclude in January 2023 and included the following considerations:
  - Adequacy of the governance arrangements for local policing work regarding serious youth violence, including roles and responsibilities and decision making in relation to priorities and tasking, including requirements of the GRIP funding.
  - Review of the NPU Serious Youth Violence plans in place and processes adopted for updating and reviewing the plans for any duplication or conflicting priorities.
  - Assess processes for monitoring and reporting performance against key priorities and targets for local policing.
  - Sharing and development of learning, best practice and innovation across NPUs
  - Assessing progress on future plans and preparations to ensure that the Force understands and can meet requirements of the GRIP funding and Serious Violence Duty.
41. The VRP are working closely with each of the seven local authority areas, through their local Violence Reduction Board. The VRP attend each of the local Boards providing updates on the work of the partnership, problem solving approaches locally and emerging evidence and best practice to support commissioning. The VRP also co-ordinate several sub-groups of the Boards, for example, in Birmingham leading on a sub-group to the Violence Board that aims to align commissioning activity.
42. The VRP have produced a new primary prevention package for the region, delivering a range of training, awareness raising and intervention within schools and other youth focused organisations to embed a population-level prevention approach delivered at scale. The package utilises various methods (training, peer programmes, virtual reality and gamification) to engage young people to enhance efficacy. There are also train the trainer models to ensure sustainability and resources for parents and carers to extend approaches into families.
43. The VRP commission a range of local projects to address gaps in provision and respond to local issues. An evaluation index is available to each local partnership to support local problem solving and support the commissioning of evidence based interventions and activity.
44. Members of the delivery team continue to be meaningfully co-located in local partnerships to ensure a physical interface for the VRP at a local level and to support strategic objectives. Delivery team work plans have been developed and are integrated into local violence prevention plans.

### **Trauma informed policing programme**

45. The VRP commission Barnardo's to support our ambition of a trauma informed workforce and over the last 18 months they have delivered training to a range of officers. The table below sets out the numbers of individuals trained between October 2021 and June 2022:

Policing Strand	Total trained
Custody	239
Frontline	287
Investigators	89
New Recruits	309
Senior Leaders	220
Cadets	79
NVPC Trained	18
<b>Total</b>	<b>1223</b>

46. A further 250 Force Response Officers will be trained between October and November 2022, after agreeing a percentage of officers can receive this as part of their mandatory training dates. Next financial year there is an ambition to continue bespoke training for frontline, investigators and new recruits and to try to establish a working group for senior staff to oversee work to embed the approach across the Police service.
47. The training was based upon conducting walkthrough exercises of the physical environment in custody and going on two ride-along exercises with response staff. Shift observations were also conducted together with discussions with academics, interviews with children through Birmingham YOS and training inputs were co-designed with current and former Police staff to ensure it was bespoke for each Policing context.
48. The Trauma Informed (TI) Policing project has worked collaboratively to help WMP design and commission an artist to paint murals of scenes of nature; to install Toughlite clocks; and distraction items into custody for children. There has been a dip sample conducted on the Police system where there are records relating to the use of distraction items in custody. These findings show that in many cases the use of distraction items has prevented children from self-harming and restored calm to children who were emotionally dysregulated by the experience of custody. WMP has shared this practice with numerous other Forces/VRPs, including Leicestershire and Merseyside, due to what appears to be growing national interest. Distraction items have also been purchased for use by frontline staff for regulating emotions. The first meeting has taken place of the Champions' Group, for trauma awareness in custody and there are plans being discussed to run similar groups within the frontline setting.
49. Conversations have started re. embedding the training programmes for New Recruits into the core curriculum for new entrants to Policing within the West Midlands and potentially Staffordshire, Warwickshire and West Mercia. Trauma-awareness training will continue to be incorporated into the curriculum for the remainder of the cohorts, taking us up to March 2023. The VRP are exploring the use of WMP Learning and Development CPD days for trainers in order to upskill them in trauma-awareness training, essentially creating a 'train the trainer' technique to ensure sustainability in this part of the business.
50. Additional dates have been agreed to train Police officers and staff in 'frontline' (Neighbourhood Policing Units (NPU), Response and Operations) as well as progress to confirm dates for FCID and PPU investigative departments. Shadowing and focus group work has started for the latter in order to make the training bespoke to those investigative departments. Corporate Communications will also receive training in

January 2023 and the Operation Guardian team have recently undergone trauma-informed training. Further consultancy work will also take place around physical environments and processes through the establishment of a Programme Delivery Group.

51. The development of a champions groups is being explored to embed the learning following Police training and create an umbrella group that representatives of the champions groups will report into. In addition, a Senior Officer/Staff Governance Board will hold its inaugural meeting on January 24<sup>th</sup> 2023, in order to drive accountability to embed the culture of trauma-awareness practice across the organisation. The champions initiatives will report into this group which will provide senior direction for initiatives that are put forward in order to ensure there is buy-in and support from senior decision-makers.

#### **Response to preventing criminal exploitation (county lines)**

52. The County Lines Taskforce Hub and Spoke model was adopted in April 2022 and sits within the Serious and Organised Crime (SOC) command of WMP FCID. This was as a result of it being realigned from WM Regional Organised Crime Unit (ROCU) at the end of the last performance year. The **Hub** consists of five operational teams, a dedicated intelligence cell and an operational support function consisting of Drug Expert Witnesses, Digital Forensic Officers and dedicated Digital Media Investigators. The **Spoke** consists of analytical support, which is embedded into each of the three regional force areas. The County Lines Taskforce delivers a specialist investigative response and drives activity to suppress the threat of county lines activity across the West Midlands region.
53. Over the first two quarters of this performance year there has been the development of a regional threat grid, which is updated by the eight Neighbourhood Policing Units within WMP and the three regional forces. Red/Amber/Green status is applied to each identified County Line using CLICM harm indicators. The production of WMP threat grid aligns County Lines Task Force activity to the Force's Priorities, which includes exploitation and serious youth violence.
54. There are a number of operations that support county lines activity within the taskforce which includes, OP Skyclash which brings together key internal and external partners to safeguard young people and vulnerable adults, who are exploited by county line activity; Op Ferrari which targets subjects who utilise the main arterial networks to support their criminal activity; and Op Romano which explores county line activity within social media platforms. Within the first three quarters of this performance year the County Lines Task Force has closed 156 drug lines running across the West Midlands region.
55. The VRP Exploitation Team works with local policing, gangs' teams, the Regional Organised Crime Unit, National County Lines Coordination Centre, NCA, local authority exploitation leads and the criminal justice system to improve early identification of exploitation and to build meaningful partnership prevention and disruption techniques.
56. Examples of this include taking a partnership 'silver' role during county lines intensification week(s) and acting as tactical advisors for West Midlands Police in Modern Slavery and Human Trafficking operations. The exploitation leads ensure there is a multi-agency response which incorporates: Health with GPs; Pharmacies; WMAS; and sexual health practices. They work with Local Authorities including children and adult services and housing. A significant amount of work also takes place



with the voluntary sector including Barnardo's, Children's Society, West Midlands Anti-Slavery Network and other charities such as Medaille Trust and Red Cross.

57. The aim of the VRP Exploitation Team within the tactical advisor role is to co-ordinate all the P's in the Police's 4 P plan. The Police will cover the Pursue element of the plan and the other P's (Protect, Prevent and Prepare) are co-ordinated by the exploitation leads ensuring that there is a holistic, joined up response which takes into consideration safeguarding. This typically looks at preventing re-trafficking and exploitation through awareness raising and multi-agency communication together with preparing of services and Local Authorities to be able to respond to individuals identified as victims/survivors and the protection of victims/survivors from further exploitation.
58. The VRP Exploitation Team have responsibility for sourcing and setting up response centres ready to support individuals found through police operational activity and ensures that there are facilities, support services and information ready in those spaces so that the critical moment for the victims to access support is not missed.
59. The VRP plays a key role in bringing together a range of individual agency data from the Police, Local Authority Children's Services, Education, commissioned services and Health to work towards strengthening our regional understanding of risk, threat and harm. [Criminal Exploitation and Missing Dashboard \(arcgis.com\) This dashboard is supporting each of the L. A's and WMP to create their problem profiles in response to their serious violence duty strategies.](#) Together, the partnership is testing hypothesis to explore the context behind the data, particularly in relation to the absence of girls and young women & to define typologies of exploitation.
60. The exploitation team lead on regional communication campaigns to raise awareness of exploitation and wider vulnerabilities and through intensification periods have seen over 100,000 internet/social media users accessing the campaigns. These campaigns are supplemented by a regional training programme, delivered to over 5,795 individuals to date.
61. The team facilitate two regional strategic forums: Strategic Exploitation Interface Forum which brings together the seven Directors of Children's Services with senior representatives from police, health and education to regularly understanding shared safeguarding challenges and to identify opportunities to improving how they work together to safeguarding young people; and the Criminal Exploitation and Missing Board which brings together a wide range of professionals from across the statutory and voluntary sector to share best practice and to respond to system wide challenges and risks.
62. The VRP also support a whole systems approach to tackling exploitation and supporting professionals to work better together through creating, supporting and embedding toolkits, best practice guidance and policies such as: West Midlands Regional Strategic Framework; West Midlands Regional Victim Support Directory; and West Midlands Regional Financial Support Resource for Victims of Exploitation, Strategic Exploitation Framework, Forced Concealment Protocol, Effective Placement Planning Best Practice Guidance and the Exploitation and Abuse Competency Framework.
63. Two reachable moments services have been piloted during 2022/23 including:  
***Missing Young People - placement of youth worker to support missing return home interviews and placement of youth worker in custody***

The St Giles Trust Missing return service was based in Wolverhampton, Walsall and Birmingham. The aim of the pilot was to place a youth worker in the Local Authority Missing Return Home Team to understand whether the process could be used as a teachable moment. The pilot has ended and an independent evaluation has been commissioned. This will ensure that the learning and good practice is shared across the region with other local authorities.

64. An additional reachable moments service based in custody has been commissioned and commenced on 1<sup>st</sup> October 2022 for 12 months. This service includes two full time case workers in Perry Barry custody super block and two full time case workers in Oldbury custody support block. The workers offer timely and tailored support to young people affected by criminal activities, gangs and related issues such as carrying weapons, violence, county lines and wider exploitation at point of arrest. The service use a trauma-informed approach to provide support in a number of areas (eg. housing, finances, substance misuse, mental health, training, employment, family matters). Initial contact is made in custody suites, followed by meetings in the community to provide tailored support.

### **VRP interactions with the criminal justice and policing systems**

#### **65. *Response to significant incidents***

A consistent, collaborative approach from public bodies and other key stakeholders is key when it comes to responding to critical incidents, including those involving serious youth violence. The Police led Consequence Management Meeting (CMM) is a pivotal responsive forum that enables a collective response to a serious incident, with the aim of preventing further linked and wider incidents and to deploy intervention tactics, through the partnership, to safeguard and support those involved. VRP are invited to all CMMs and are currently in the process of consulting with local NPU's to develop a clear and consistent criteria on when CMMs will be called to respond to youth violence and in addition, considering extending invites to partners. This already happens in some NPU's but is not consistent across the force area.

66. ***Support for parents and families: - Op Paramount (Birmingham East - Erdington & Sutton)*** - Children and families of those incarcerated are often described as being victims of a 'hidden sentence'. There is no systematic identification of families and children of prisoners, which make estimations of their number difficult. The lack of co-ordinated efforts in identifying this group and their hidden nature also means that they are not only socially isolated and disadvantaged, but their needs are not known and so they may lack the right help, they may be at risk of unsuitable care arrangements, and can face a host of negative effects in their lives that, research indicates, extends far into the future in a cycle of intergenerational disadvantage or crime. This is despite the fact parental imprisonment presents a distinct opportunity for early intervention. The VRP have set up a pilot project 'Op Paramount' which was initiated based upon the Thames Valley VRN's proof of concept model. The pilot seeks to recognise children and families impacted by parental imprisonment in the pilot area and offers them timely and bespoke support via a commissioned organisation called Children Heard and Seen.

67. The project provides support for children identified who have a parent in prison and the person caring for them by introducing a worker to deliver support with a focus on breaking the cycle of intergenerational offending, raising aspirations and improving emotional wellbeing. Sessions provide an opportunity to talk about fears relating to having a parent in prison and help children to understand the process of imprisonment by covering each stage of the custodial sentence. It also provides group support and group work for children with a parent in prison. These group sessions combat feelings

of shame by showing children they are not alone. This holistic package of support gives children with a parent in prison the skills to manage complex emotions, communicate effectively and regulate challenging behaviours.

68. **Parent Pathfinder - Kitchen Table Talks** - Kitchen Table Talks is a culturally competent, psychologically informed, peer to peer outreach, engagement, and support programme to support and work closely with the parents of young people involved with the Youth Justice System to act a bridge between the parents and the YOTs. The service is designed to support parents of those most at risk of reoffending, by helping them to understand the youth justice system, being a sounding board and relaying information back to the YOT to help the service better understand and support the parents.
69. The provider is working closely with the 7 youth offending services across the region to support them in embedding this intervention into their overall parenting offer. In addition, the provider will offer a consultancy service for those youth offending services who require additional support with their delivery.
70. **Resettlement commissioned projects** - One of the focuses of the VRP in the Criminal Justice work stream has been on prevention and diversionary interventions to provide support for those impacted by violence. In particular, the VRP has focused on support embedded within statutory services such as Custody, YOS, Prison and Probation through resettlement and desistance projects with the aim to prevent people from getting involved in activities that lead to violent crime in the first instance and reduce offending and re-offending. The VRP also recognise the importance of empowering holistic wrap-around support which includes support for those families impacted by serious violence.
71. **Reachable Moments Services** - Teachable moment services in hospitals provide specialist caseworkers based in hospital Emergency Departments. These train staff in understanding the issues around violence and exploitation, and in identifying signs of young people potentially affected by violence/exploitation. Staff can then make a referral to the onsite workers who will work alongside the young person, offer a listening ear and the opportunity for support, and seek to provide whatever is needed to reduce their risk and establish a safe and productive lifestyle. The 'teachable moment' concept is that whatever more serious incident has led them to hospital, the time in hospital can be a moment to reflect and can pose a window of opportunity to accept support if timely and relevant support is offered.
72. The VRP funds St Giles Trust to deliver services in University Hospital Coventry & Warwickshire, Wolverhampton New Cross Hospital and Dudley Russell's Hall Hospital. St Giles employs people with lived experience and is well received by young people. In Birmingham, the VRP has been the funder of the Redthread service in the Birmingham Children's Hospital and a contributing funder to Redthread services in the Queen Elizabeth and Heartlands hospitals (a variety of other funders contribute to the main Birmingham service).
73. The VRP has been working with Sandwell based multi-agency partners seeking to develop and fund a service in Sandwell General and City Hospital Birmingham. Sandwell partners successfully secured enough funding in late 2021/22 to launch a new service in July 2022.
74. In 2021/22, the VRP was awarded funding through a 'teachable moment' themed funding stream opened mid-year for VRPs. This supported the launch of a new service in Dudley hospital and a gender specific, community teachable moments service for

girls affected by exploitation in Wolverhampton and Coventry, called Expect Respect (geography reflecting where the hospital services were). Expect Respect has received higher than anticipated levels of demand and the VRP are working with them to respond to this as well as providing support to access alternative funding streams to support the service during 2023/24. The VRP continues to work with stakeholders in the health system(s) to secure match funding for teachable moments in emergency health settings.

75. **Continue to support culturally competent resettlement and rehabilitation services** A focus for the VRP's Criminal Justice work stream has been on diversionary interventions to provide support for those impacted by violence. In particular, there has been a focus on support through resettlement and desistance projects with the aim to prevent people from getting involved in activities that lead to violent crime in the first instance and reduce offending and re-offending.
76. The VRP commission four providers to deliver resettlement services across Birmingham, Coventry and Wolverhampton. They provide targeted support to young people most at risk or those already known to criminal justice agencies. These services include:
- **Phoenix United CIC deliver 'Choices' resettlement** service which is a targeted resettlement and support service for young people (aged up to 18) across Birmingham, Sandwell and Walsall. The project engages those young people most at risk, who are already known to criminal justice agencies. This cohort may be incarcerated at the point of engagement although the service will continue to take large numbers of referrals of young people who are in the community. The service is underpinned by intensive 1-to-1 mentoring approach which includes an emphasis on educational (re)engagement and/or employability support as a foundation for positive development. The model also uses sport, leisure and recreational diversionary activities where beneficial. Family involvement frequently forms a part of the engagement model (including Family Cohesion Plans and a Family Support Group), with a growing focus on anti-poverty measures (such as food parcels, hygiene essentials, access to material resource banks) an increasing feature of relationship building.
  - **Bringing Hope's 'Inside Out' Resettlement service** aims to engage and support young people and their families across Birmingham, who are involved or at risk of involvement in activities, lifestyle choices and behaviours, that causes harm to themselves, others or local communities. This would include young people involved in criminality, serious violence, use of weapons and negative group affiliations. 'Inside Out' supports predominately young adults between 18-30 and a small case-load of 16-18 year old high-risk young people referred in by Birmingham EmpowerU Hub.
  - **Catch22's Wolverhampton Violence Reduction Resettlement service** targets both male and females' offenders aged 18-30 years who are in prison and are gang involved, at risk of gang involvement, have been affected by gangs and/or have been sentenced for violent offences. The service aims to increase self-awareness and self-worth in young adults, allowing them to have confidence to make positive changes to their lives and steer them away from gangs and violent behaviours and into pro-social lifestyles. Caseworkers do this by offering a specialist wraparound holistic service, maximising outcomes for prison leavers being resettled into the Wolverhampton area.
  - **St Giles Trust's Desist and Transform** delivers a comprehensive intervention offer supporting those young people aged 10-25 known to agencies and involved in violence and criminality. Desist and Transform offers a single community outreach service

supporting YPs impacted, at risk or involved in the criminal justice service across Coventry. The service has a twofold approach – early intervention/prevention divisionary mentoring support for CCE & CSE and resettlement support for high risk prisoners being released from custody.

Working closely with the Police, National Probation Service, HMP Prison Service, Youth Offending, the Horizon Exploitation Hub, Schools and social workers, St Giles have created a single referral pathway into the service from all of the key partners involved.

77. These four services are currently being reviewed in response to a significant reduction in VRP funding for 2023/24 and success in securing Youth Endowment Funding for similar services in Coventry and Wolverhampton – Community Initiative to Reduce Violence (CIRV). This is a focused deterrence programme that attempts to identify the people most likely to be involved in violence and combines communicating the consequences of violence with support for developing positive routes away from it. CIRV is currently in the planning stages and is due to run from April 2023 – August 2025.
78. **The way in which the VRP is working with prison and probation services to reduce risks linked to serious violence** - In 2021-22 the VRP began some cross-cutting work in relation to criminal justice and exploitation including work to reduce criminal exploitation inside prisons and the secure estate by supporting the development of multi-agency approaches and encouraging resettlement in ways that limit repeat involvement in criminal exploitation and county lines. The aforementioned resettlement services commissioned by the VRP are working alongside probation in prison and in the community through established referral pathways to refer into the services.
79. The VRP Exploitation Team have developed relationships with key stakeholders across the Criminal Justice System (CJS) to improve multi-agency approaches to safeguarding, tackling and preventing exploitation with respect to prisons across the West Midlands. The VRP have established working relationships with all seven Local Authority Youth Offending Teams, Regional Prison Group Leads for Drugs Strategy, Safety and Reducing Reoffending , ROCU Prison Intelligence Unit, various WM Prisons and secure settings to enhance partnership activity within CJ in relation to tackling exploitation linked to serious violence.
80. The Prison Group Directorate Office lead for Drugs Strategy set up a steering group to focus on the Exploitation and Vulnerabilities work strand across the West Midlands prisons. The aim of the group is to address elements of Exploitation and Vulnerability in Prisons along with key partners (PGD leads, Probation, Psychology, WMP/ROCU, VRP and other third sector partners) on how we come together as a whole system to address some of the key themes and gaps identified across the WM Prisons. Various working groups have been derived from this steering group to progress work in relation to exploitation and vulnerability.
81. The regional leads in the Prison Group Directors Office agreed to commission a county lines stock-take in three prisons in the West Midlands between July and August 2022. This included a self-assessment questionnaire being conducted by the team at HMP Hewell, HMYOI Swinfen Hall, HM YOI Brinsford. In response to this, a 6-month work plan will be developed to support those establishments. A further exercise consisting of a deep- dive into individuals deeply entrenched in criminal exploitation will be explored to better understand the experiences and needs of those individuals. This will create opportunities to collaborate on creating prison specific criminal exploitation and

county lines awareness content for the West Midlands to raise awareness and improve the local practice to reduce the threat, risk, harm of exploitation. The VRP Criminal Justice lead will support the tasks and actions related to this commission.

82. **WMP & VRP preparations for the Offensive Weapons Homicide Review Pilot**  
The Home Office pilot was due to commence from January 2023 however, the Home Office have now confirmed that this is likely to be towards the end of February or 1st March 2023 after the commencement regulations have been written and signed off. The pilot areas remain West Midlands, South Wales and London. The West Midlands region has selected Birmingham and Coventry as the pilot sites and all relevant statutory partners and agencies are working with WMP in order to begin this process.
83. On 20<sup>th</sup> June 2022, West Midlands held their first table-top exercise using a recent case to work with partners to understand barriers and issues the OWHR process may surface. This was an extremely productive event attended by multiple partners including Children's Services, Community Safety Partnership and the Home Office whilst welcoming observers from London Met Police and South Wales Police. Initial learning, issues and barriers have been identified along with a record of decision making in order to assist the design and processes moving forward.
84. The funding arrangements remain as publicised with each review partner to receive £1,222 per review paid in arrears but surety for that payment will be offered in the grant letter. The funds will be paid even if the numbers of qualifying homicides exceed that of the projection. This remains challenging for the Local Authorities to resource the pilot based upon projected case numbers and currently no additional funding to support. Consultation has been taking place with the Home Office to explore additional funding for Local Authorities.
85. A bespoke Information Sharing Agreement is being explored in order to support all statutory partners. The Home Office have confirmed that discussions were being held at a strategic level and that guidance would be produced. The ISA working group will be working through the agreements in the next few months. The Home Office have also established bespoke training designed for all relevant review partners (aimed at practitioners who will be directly involved in OWHRs), independent chairs and the oversight board. The training consists of 8 sessions equating to 24 hours over 4 weeks and is delivered by Enlighten Training. Nominations have been submitted to the HO from both pilot areas within the West Midlands.
86. **WMP and VRP – Set out readiness for the Serious Violence Duty (SVD)**  
The VRP Strategic Board have regularly discussed the implications of the SVD and received updates on local partnership readiness from the violence reduction leads. We are currently working to increase awareness of the requirements of the Duty and as part of this we have hosted a number of workshops which up until December have attracted over 1,000 professionals. Additional workshops are being arranged with individual specified authorities, as well as local workshops to support collaboration around preparation. The final statutory guidance is expected week commencing 12<sup>th</sup> December 2022 and the duty will go live on 31<sup>st</sup> January 2023.
87. The VRP continue to work directly with local violence reduction partnerships across the seven local authority areas in terms of providing briefings on the implications of the SVD and offering support around the development of local plans and problem profiles. The regional violence reduction leads meeting, facilitated through the VRP also enables the sharing of good practice and progress in responding to the Duty. The VRP data team have visited each area across the West Midlands to provide bespoke

support to local partnerships with their problem profile development, and VRP SLT will visit each NPU SLT in the New Year to provide additional support.

88. The force has an identified point of contact for implementation of the Serious Violence Duty working with NPU Commanders, relevant departmental heads and colleagues in the VRP, readiness for Duty responsibilities within the force will be overseen through the Strategic Serious Youth Violence Board.
89. In its current form, the force is well placed for the Duty becoming law and will be seeking to influence the inclusion of social determinant health performance measures within each local authority area plan, supporting the VRPs aims around a public health approach.

# Tackling Serious Violence – Appendix 2

## Report of the West Midlands Police and Crime Commissioner

### Purpose of paper

1. The purpose of this paper is to provide an update on the work of the West Midlands Community Safety Partnership and the Local Criminal Justice Board and the contributions they are making to the serious violence agenda. We will provide some highlights of some of the activities that has taken place across the region.

### Background

2. The Police Reform and Social Responsibility Act 2011 (the Act) 2011 requires CSPs to have regard to the objectives set out in the PCC's [Police and Crime Plan 2021-2025](#) and for the PCC and CSPs to co-operate with each other in exercising their respective functions. It sets out a number of ways that PCCs and CSPs should work together, including a mutual duty to cooperate to reduce crime and disorder and reoffending and a requirement that the PCC and CSP must have regard to each other's priorities within their respective plans. Local Criminal Justice Boards (LCJBs) bring together criminal justice organisations at police force area level to support joint working and improve services. The purpose and vision of the LCJB is to reduce crime, harm and risk by increasing the efficiency and credibility of the Criminal Justice System. By working in partnership, the board aims to improve services to the public with the minimum costs, supported by the best available evidence. The PCC is the chairperson for both Boards.
3. The LCJB is working to reduce re-offending and improve the experience for victims and witnesses. They bring together the key criminal justice agencies such as WMP, Crown Prosecution Service, Her Majesty's Courts and Tribunal Service, Prisons, Probation, defence lawyers, Youth Justice Board, Youth Offending Services etc. It covers a broad agenda addressing matters that have an impact across all crime types (such as Nightingale courts, court backlogs, remote giving of evidence) as well as addressing things which might particularly be expected to reduce serious violence.
4. Community Safety Partnerships have a statutory responsibility to respond to crime and anti-social behaviour (ASB) in their local authority areas, and West Midlands Community Safety Partnership (WMCSP) is the forum where the PCC, statutory bodies and representatives from the seven Local Authority areas come together to agree a coordinated approach to crime reduction, local policing and community safety for the West Midlands. It provides leadership and improves co-ordination on strategic working at a regional level in respect of policing and crime reduction delivery.
5. The OPCC continues to have links with each of the 7 CSPs as well as meeting with the seven Heads of Community Safety monthly.
6. The Community Safety priorities have been agreed for 2021 - 2025 through consultation with partners and communities and are informed by West Midlands Police's Strategic Assessment. Those priorities are preventing crime and anti-social behaviour; serious and organised crime; supporting victims and witnesses; violence and intimidation against women and girls; cyber-crime and fraud; serious violence; offending and reoffending; and substance misuse.
7. The OPCC is currently reviewing the Terms of Reference of WMCSP as significant responsibilities are being allocated to CSPs, and this forum gives us the opportunity to have a strategic response to all of those responsibilities. They include the Serious



Violence Duty, Combatting Drugs Partnerships and Violence Against Women and Girls.

8. The budget for community safety is taken from the PCC's Police Main Grant, as the PCC recognises the importance of the work that CSP's do and therefore has kept the community safety budget at the same level since for a number of years at £3,863,308. He has also determined that each CSP continues to receive an allocation to enable local commissioning of services that respond to emerging issues.

9. The budget allocation is set out below:

Activity	(£)
<b>Funding</b>	
<b>2022-23 Allocation</b>	<b>£3,863,303</b>
<b>Force Wide Commissioning Allocations</b>	
<b>Youth Offending</b>	<b>£ 652,108</b>
<b>Multi Agency Risk Assessment Conference Structure</b>	<b>£ 354,000</b>
<b>Allocations for Victims of Crime – Victims Fund top up</b>	<b>£ 271,410</b>
<b>CSP Analysts</b>	<b>£ 210,000</b>
<b>Arrest Referral (Drug Interventions Programme)</b>	<b>£ 500,000</b>
<b>New Chance</b>	<b>£ 270,000</b>
<b>Restorative Justice West Midlands – ASB</b>	<b>£ 63,785</b>
<b>Op Hercules – Forcewide Injunctions</b>	<b>£ 42,000</b>
<b>Sub-Total</b>	<b>£2,091,893</b>
<b>Local Commissioning Allocations</b>	
<b>Birmingham</b>	<b>£660,000</b>
<b>Coventry</b>	<b>£165,000</b>
<b>Dudley</b>	<b>£135,000</b>
<b>Sandwell</b>	<b>£165,000</b>
<b>Solihull</b>	<b>£ 90,000</b>

<b>Walsall</b>	<b>£135,000</b>	
<b>Wolverhampton</b>	<b>£150,000</b>	
<b>7 local CSPs</b>		<b>£1,500,000</b>
<b>Total Allocated Budget</b>		<b>£3,591,893</b>

## Activities

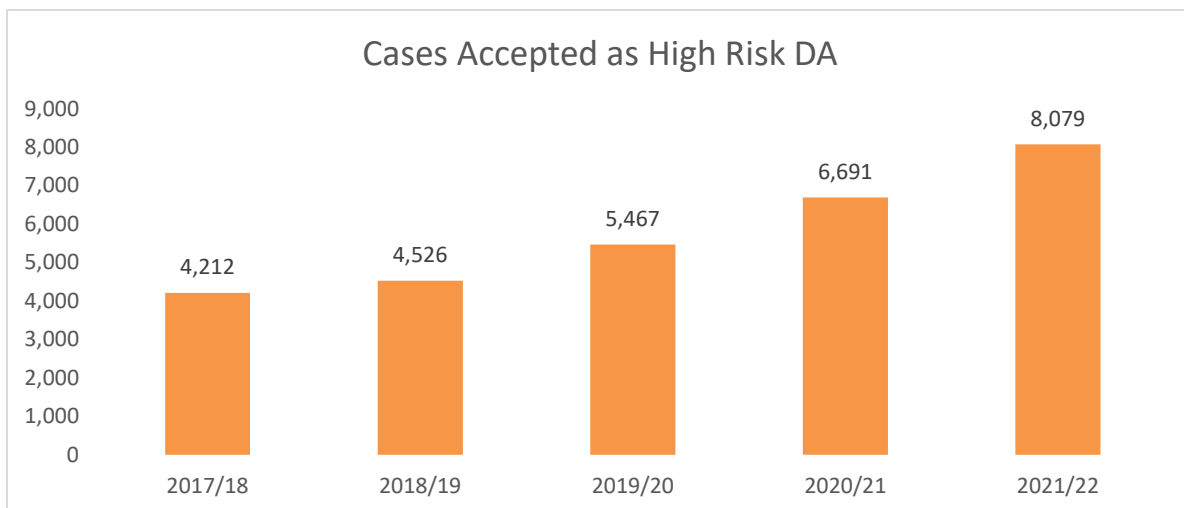
10. The next section of the report gives a snapshot of some of the working taking place to respond to the priority of serious violence.

### West Midlands Multi-Agency Risk Assessment Conference (MARAC) Structure

11. MARAC is the non-statutory partnership response to Domestic Abuse utilised both in the West Midlands and in most local authority areas nationally. It has been operational for over ten years across the seven local authority areas in the West Midlands, but has only been hosted as a Coordination function by WMP since March 2019. The MARAC team is funded by the WMCSP budget and consists of one strategic lead for the region, four Coordinators and six Business Support Officers.
12. Each local authority area has 15 – 25 local partners engaged in the process, all of whom are responsible for the improved identification of high-risk domestic abuse and ensuring MARAC is operating effectively and efficiently as a partnership function. West Midlands Police are not responsible for MARAC and the process is not Police-led; this is a common misconception.
13. MARAC has been extremely busy in 2022, following three years of exceptional growth since the function was centralised. There are around 46 MARAC meetings held each month in the West Midlands currently, compared with just 19 per month in 2019; demand has increased by 78% in that time.
14. WMP took over responsibility for hosting the MARAC Coordination function and centralising MARAC across the region in 2019, and some of the key commitments made at that time were;
- Improved identification of high-risk domestic abuse across the partnership  
Thousands of professionals, from GPs to housing officers, retail managers to social workers, have joined us for MARAC and DASH training, an extremely well-received introduction to MARAC and risk assessment. Even today, training sessions with space for 200 delegates every month sell out and the appetite for learning against a backdrop of ever-growing and changing workforces keeps demand for this resource high.
  - Improved understanding of and access to MARAC  
In addition to the above training provision, additional courses are available including training to become a MARAC Chair and dedicated in-house inductions with services who are all closely supported by our Coordinators. All contact with referrers begins with an offer of training and support, ensuring that our function is in a constant state of continued improvement.

- Ensuring that the rate of cases returning to MARAC within 12 months remains within control limits  
Cases will come back to MARAC, typically between 20% and 40% annually, due to the nature of domestic abuse and the difficult reality that these relationships often do not end just because we advise they should. To ensure this is appropriately managed, we have introduced “information only” repeat referrals, a triage system ensuring that only those incidents requiring a full discussion go back to MARAC, and Complex Case Reviews, a process designed to shine a spotlight on prolific repeats and ensure that all of the typically complex needs associated with such cases are addressed outside of the restricted confines of the MARAC meeting itself
- Regional consistency  
We built one regional MARAC system which manages the entire referral process in one place from point of referral through to the meeting itself. We now have one referral route, one threshold agreement and one team operating fluidly across the region, much to the relief of the partnership.

## Demand



15. Referrals into MARAC are rising against a regional increase in Domestic Abuse at all levels. One of the reasons it is rising at such a significant rate in the high risk arena is due to a number of factors including the work put in by the MARAC team to improve identification, the impact of the pandemic on existing DA cases which we know escalated and the improved recording of repeat cases.
16. Overwhelmingly, the MARAC partnership are finding it difficult to cope with the resource required to manage this 78% increase in demand and dedicated funding for MARAC is hard to come by within the partnership and concerns about the sustainability of the process are regularly raised at all seven DA boards. The OPCC is currently reviewing funding for the structure which supports delivery at a partnership level.
17. Quarter four of 2021/22 saw the commencement of two MARAC reviews; a regional review of the efficiency of MARAC, commissioned by the Violence Reduction Partnership. This is now concluded, recently published and next steps are underway at both a regional level and also locally looking at how each MARAC partnership is going to function. There was also a bitesize review of the impact of MARAC on

survivors, which has also concluded, and is due to be published soon. The victims voice will inform next steps of the wider review.

18. The wider review was conducted by Lynxs Consultancy, with consultation and participation across the West Midlands via data, surveys and direct interview.

#### Some of the key findings

19. Capacity was seen as a key issue compromising MARAC effectiveness, with respondents citing that 'their own organisations were struggling with the level of commitment and resources required against the backdrop of increasing volume.
20. MARAC coordinators were praised for their management role within the structure, however, there was an overwhelming consensus that the volume of cases being discussed means that MARAC meetings were too long across the region, compromising quality.
21. There was a clear view that current processing of meetings limits the possibility for effective safeguarding; Academic research has stressed there is a need for enhanced monitoring regarding MARAC outcomes and to create channels for agency and survivor feedback.
22. There is great concern about the IDVA capacity across the region given the increasing volume of cases and reduction in the number of posts funded (most notably in Sandwell, Dudley and Walsall). The PCC currently funds 74 IDVAs across the West Midlands – an increase this year, however it is still not enough capacity for the number of victims that are being referred in.
23. The Survivors review was delivered by the MARAC team alongside WMP Safeguarding, with direct contact with 52 survivors of high risk DA from across the region. Key findings:
  - 86% of participants feel their safety has improved since the time when first referred to MARAC and also agreed with the statement: I was supported in understanding what domestic abuse is, which has helped me to continue to protect myself from harm.
  - 76% agreed with the statement: Being referred for high risk domestic abuse support had a positive impact on me and reduced the risk of harm.
  - 70% of participants had a good or reasonable understanding of what MARAC is, but only 50% felt they had the opportunity for their voiced to be heard in the meeting.
  - 60% said the process enabled them to separate from their abuser; conversely some told us the reporting to Police and improved awareness of DA has enabled them to "safely" remain in the relationship.
  - Most victims hoped MARAC would help them to either be safer in their home, or enable them to move to somewhere safer; there was a lack of understanding that MARAC itself cannot provide housing
  - "My MARAC minutes being shared with the OIC changed how they viewed my circumstances." This case saw a successful conviction as a result.
  - "Going through this process has made me realise how important life is, I am finally happy and feel safe and my children and I are completely better off."
  - "At the time everything was very overwhelming so I did not understand what everyone wanted from me."

24. What is clear from the outcome of the reviews is it is clear that MARAC must change in order to continue delivering a meaningful service to victims and partners. The review should lead to a welcome reinvigoration of how we deliver this multiagency response and an existing task and finish group attached to the regional DA board will lead on this work. This is likely to come at a cost to the partnership and both we here in WMP and far wider must be openminded to that as a reality. The current model, whilst successful for many years, simply cannot sustain the demand we are seeing. Many of the recommended alternative approaches included triage models very similar to MASH, for which there was palpable appetite when the findings were discussed with the Board.
25. The current funding for MARAC is utilised by a team of extremely dedicated staff, supported by a robust and flexible partnership who will continue to deliver as impactful and meaningful a service as possible whilst awaiting further developments. We are currently looking at the funding allocation for this structure, working with the victims team.

### **Safer Streets**

26. The Safer Streets Fund was introduced by the Home Office as a way of developing local partnership responses of well-evidenced crime prevention activity in areas disproportionately and persistently impacted by acquisitive crimes such as burglary, robbery and theft. There have been a number of rounds and we have had successful bids in each round. In round 3 the OPCC has secured £458,545 from the Home Office to work in partnership with external partners to deliver initiatives to help tackle violence against women and girls. This funding is predominantly being focused on the extension of the Safer Streets 3 (SSF3) VAWG delivery which was successful in delivering outcomes across the region in 2021/22.
27. Also successful were the Safer Streets 4 (SSF4) bids for Wolverhampton Council £365,667, for activity to address youth ASB and violence in the City Centre, and Sandwell Council £227,100, to address ASB through additional CCTV and enhanced detached youth work, taking the total value of the funding to the West Midlands to £1,051,312. All bids are developed in consultation with Community Safety Partnership leads, the Violence Reduction Partnership, the OPCC, West Midlands Police, community and voluntary sector partners and the PCC's Victim's Commission.
28. Through guidance from the rapid evidence review, this bid combines educational programmes with community outreach with mass media campaigns, making the set of interventions more effective than any singular approach. This bid incorporates bystander/upstander programmes and education aimed at potential victims or perpetrators, both of which have also been proven successful with positive impacts on attitudes and behaviour change through the research.
29. There is also a continuation of the Communications and Campaign #noexcuseforabuse spearheaded by the West Midlands Victim's Commissioner Nicky Brennan; we are also developing a regional website in order to continue the scheduled programme to ensure that it is created with multiagency partners.
30. Between November 2021 and June 2022, millions of people across the West Midlands will have seen or heard important messages about how everyone can play their part in ending male violence against women and girls. The [Here and Now Campaign](#) asks every man and boy in the region to have a conversation about violence against women and girls.

31. The new tranche of funding will support further campaigns that will be developed alongside regional agencies and experts. Some campaigns will have a distinct focus on challenging common behaviours, and others will delve into new topics that are less well understood.
32. The campaigns will draw on the findings of May's YouGov survey that shed light on how people feel about calling out abuse and perceived barriers to challenging violence against women and girls. There will also be a continuation of bespoke EMVAWG lesson plans run in schools in conjunction with the Mentoring in Violence Prevention (MVP) Programme offered across the whole West Midlands to all secondary schools through the Violence Reduction Partnership.
33. The Safer Together #timetotalk project works in schools to address harmful sexualised attitudes in boys. The programme focuses on boys in schools, helping them to understand violence against women and girls and learn how to be an ally in preventing it, and calling it out when they see it. The additional funding will now see the programme rolled out to 60 schools in the region alongside the development of new materials and resources.
34. By using what works based regional measures with innovative pilot-based measures, we look to evoke success in reducing public space VAWG and address the safety needs of the West Midlands population, working in collaboration with the other successful bid areas to maximise the impact to the region.
35. In the first quarter of delivery; the Safer Together #timetotalk project has 20 schools signed up to the project and sessions have actively commenced in 8 schools (ahead of Q2 targets). The Violence Reduction Partnership education work is ongoing with an MVP working group set up, VAWG syllabus and training being delivered, with a new cohort of trainers starting to deliver on this work.
36. The Ending Male Violence Against Women and Girls (EMVAWG) Alliance met for the first time in September 2022 following the launch of the strategic partnership at the EMVAWG Conference in May 2022 with one of the main purposes being to drive regional consistency through multi-agency buy in and partnership. At this meeting presentations were given on the importance of EMVAWG, the strategic direction of the Alliance, VAWG problem profiles and West Midlands Police's VAWG strategy. In the latter half of the meeting roundtable discussions were conducted on the Alliance's terms of reference, communications, priorities and VAWG best practice. This meeting was well attended with representation including West Midlands Police, Domestic Abuse Coordinators, HMCTS, Directors and Chief Executives from Local Authorities, Department of Education, Children's Services and regional VAWG leads.
37. Finally, the overarching identity for SSF4 VAWG Communications is all but complete, The core campaigns have been developed and further scoped. Following feedback, and drawing on core regional data on SA/SV around NTE, the focus of the first campaign will look at zero-tolerance messaging around NTE. This means moving towards an out-of-home and social-led campaign, rather than video-led.

### **Domestic Violence Perpetrator Interventions**

38. Following on from the Domestic Abuse (DA) Development Day held by the OPCC in November 2021 and the subsequent DA Perpetrator Partnership Workshop held on the 11th May 2022, a regional working group made up of key stakeholders has been established by the OPCC to take forward learning. We are working to inform a West Midlands wide approach to tackling DA perpetration. Discussions at the working group

were designed to delve deeper into the four key areas which have been identified through previous consultations.

**39.** These four areas below capture the areas of work which we as a region must consider if we are to effectively manage DA Perpetrators.

- Systems readying
- Behaviour Change Interventions
- Strengthening the Criminal Justice System (CJS) Response
- Prevention & Early Intervention with Children and Young People

**40.** Work has progressed against each of these areas and an updated position is summarised below. Prior to moving on it is important to pay some attention to the matters which were discussed at the working group. What has been made clear to us throughout all discussions so far is that there is no one size that fits all when it comes to tackling DA Perpetrators. What is also clear is that we must adopt a short-term view in the first instance before we can progress onto longer term solutions.

**41.** We are working with all 7 Local Authority areas to understand what each area response could/should be based on what they currently commission and based on an assessment of their local need. These conversations have commenced through the DA leads. Each local authority has differing approaches, provision and gaps in relation to tackling DA perpetrators. What our work with stakeholders has made clear is the need for a regional approach with local nuance to be led strategically by the PCC.

**42.** It is also important to mention that this work is happening alongside the MARAC Review process. The MARAC Review and subsequent MARAC re-design provides us with a unique opportunity to re-design our existing DA safeguarding systems to ensure they are better aligned with DA perpetrator management structures which will enable us to be in a good position for any forthcoming behaviour change intervention in the future. The working group also raised the following points;

**43.** Repeats - based on a comparison to 20/22 at a force level, DA crime has increased by 17.01% and the volume of positive outcomes reduced from 3,222 to 2,304. According to WMP current averages remain stable at 1,005 Repeat Victims, 1,079 Repeat Offenders. The group considered whether this information indicates we should be focussing our interventions at the high-end spectrum of risk or whether we should be looking at low/medium risk? Some areas including Coventry for example stated that some offenders being managed in the offender management system for DA are not those that hit the threshold in the MARAC criteria.

**44.** High risk – there is an ambiguity around how the term ‘high risk’ is being interpreted across systems and across safeguarding structures. For example, for the Birmingham/West Offender Management Teams, the criteria for high risk is serial offenders, which is two or more victims within a three-year period. Whereas for MARAC high risk is considered in line with the DASH Risk Assessment. The group felt that risk can be a limiter as to what we do with a perpetrator, particularly if it is not being understood consistently. Another important point in relation to risk is the recognition/understanding of risk through the lens of coercive control and this being understood and applied consistently by the workforce.

**45.** It is important to note that many of the issues outlined in the working group were also highlighted in the MARAC review findings and are currently being worked through on a local level through a dip sample exercise. The dip sample asks each Local Authority to dip sample 12 cases and answer a number of questions per case. The result of the

dip sample will be analysed by Linx and shared regionally. The MARAC review echo's conversations we are having at the DA perpetrator working group. Below we have summarised the current position across the four key areas of work outlined above.

### **Systems readying**

46. Through discussions with partners we have been told that our systems and structures are not yet ready to embed a regional perpetrator programme. Partners emphasised the importance of joining up and ensuring a solid infrastructure between MASH, MARAC, ODOC and Domestic Abuse triage prior to any programme being embedded. It was stated that an effective infrastructure was an essential prerequisite to perpetrator resource being provided/implemented. It was recognised that this might be difficult with conflicting agendas between agencies and all partners including Community Safety Partnerships and Children Services need to be part of the solution. an absolute joint commitment to a core structure needs to be agreed and then work around Local Authority or local needs should take place. Robust governance at a strategic and operation level is also essential.
47. The OPCC are therefore working with the Drive central team to look at how they can work with the region on readying our systems to make sure they can be fit for purpose. This will lead us to the development of a consistent infrastructure across the region to support the implementation of any behaviour change interventions which we later embed.
48. As mentioned previously alongside this there is also work taking place to embed the recommendations from the MARAC review carried out by Linxs consultancy. Linxs identified a duplication of safeguarding structures namely the MARAC, ODOC and MASH. They have put forward a number of different models for the West Midlands to consider which include discussing the perpetrator at the same time as discussing the victim/children. This approach would take a whole family approach and would mean the same family is not discussed separately at all 3 meetings. The aforementioned dip sample exercise currently being undertaken by Local Authorities will provide a deep dive into localities and some potential for change. Part of the dip sample work involves proposing a safeguarding structure which would work locally. This work happening with OPCC oversight and it is envisaged that this will have the dual benefit of reducing MARAC demand as well as better alignment the management of high risk offenders.

### **Behaviour Change Interventions**

49. In terms of a behaviour change model, partners made clear the importance of transparency and multi-agency working, with a particular focus on the need for professional trust between perpetrator and victim services who must conduct jointly held risk assessments and would benefit from complex case meetings and regular communication between perpetrator facilitators and victim support services. Outcomes should be cross-referenced between agencies. A framework to ensure effective communication and joint-working is needed. The importance of working closely with victim services was emphasised by Victims Commissioner Nicky Brennan who strongly believes any intervention must prioritise the safety and wellbeing of victims.
50. Pre-motivational work is essential before perpetrators embark on a behaviour change intervention. The 6-week motivation to change pilot delivered by Richmond Fellowship and SafeLives' 'Engage' programme were given as examples of this. Addressing a perpetrator's wider needs such as drug and alcohol use and mental health can be useful in-roads to engagement and often needed to enable them to be in a position to meaningfully embark on a behaviour change intervention. Partners also highlighted



the need for a separate, specialist intervention for certain specific DA-related offending such as FGM, HBA, FM and Stalking.

51. What is clear through consultation so far is that we are not looking for a regional response that we roll out across the seven areas (at least not until the above systems work is done), however the following overarching principles have been identified;

- Joint risk assessments between the perps and the victim support service
- Where relevant complex case meetings between the two services
- Pre-motivational work is essential before a perpetrator can embark on a behaviour change intervention
- Addressing a perpetrator's wider needs such as drug and alcohol use and mental health need to be part of the response
- The need for separate, specialist intervention for certain specific DA-related offending such as FGM, HBA, FM and Stalking

52. In relation to Stalking the OPCC has been commissioning the Early Awareness Stalking Intervention (EASI) since April 2021. EASI is an evidence-informed intervention for those who are known to have engaged in stalking, and is delivered at the earliest stage possible. EASI works with the ex-partner, rejected typology stalker which is not driven by serious mental illness. Those able to access the intervention are those who have made an admission of stalking and have cognitive functioning ability.

53. The intervention aims to increase, and develop hope, skills, and a commitment to change within participants with professional support, and is an intervention utilising the Focussed Acceptance and Commitment Therapy (FACT) treatment approach, which recommends 4-6 sessions. Anecdotal evidence suggests that FACT is a valid approach to use with perpetrators of stalking offences because it targets strong thoughts including the fixations and obsessions that are often associated with stalking. This intervention is being evaluated by the University of Derby and early findings suggest significant perpetrator engagement and completion rates and relatively low repeat offences during and after participating in the intervention.

- **Strengthening the Criminal Justice System (CJS) Response**

54. In terms of the CJS response to DA, partners consistently referred to this as 'broken'. The low number of cases which reach court were discussed as were the alarming 60% of DA Police reports which are filed in the first 5 days. It goes without saying that the criminal justice response needs to improve its response to victims so they feel supported enough to continue with the case until it reaches court and there must be a continued effort to reduce attrition rates. There was an acknowledgement that there must also be use of the suite of available protection orders and civil interventions.

55. At the working group, partners said we also need to recognise the need to increase the response for the vast amount of cases that do not make it into the CJS to ensure there is accountability for perpetrators and protection for victims. For this reason, the OPCC is working with WMP on the development of an in-custody intervention which will engage domestic abuse perpetrators regardless of risk level. The intervention is based on the premise of a teachable moment, (which in education, is described as the time at which learning a particular topic or idea becomes possible or easiest). The aim is to apply this premise to domestic abuse offenders. The in-custody intervention is based on a model of Navigators who would engage with perpetrators during these reachable teachable moments. They would work alongside the Adult Intervention Team (AIT) but be offender focussed and not part of CJ process. It would be a

Voluntary (not mandatory) engagement with persons in custody and would engage with ALL DA offenders regardless of risk level. The ambition behind this service is that it would lead to an increase in engagement of offenders into CJ outcomes, including Out of Court Disposals and CPS Receipts.

56. It is important to point out that WMP have been offering CARA for a number of years. Project CARA is an out of court disposal for first time, standard or medium risk offenders of intimate domestic abuse. CARA sits within the criminal justice system and is part of a conditional caution. The ethos of CARA is that it is a positive opportunity to support offenders in addressing their actions and attitudes in order to prevent recidivism and repeat victimisation. The perpetrator must comply with attending a short rehabilitative domestic abuse awareness course (delivered as two workshops) which addresses abusive relationship behaviours. If the offender fails to comply, then they may face prosecution for the original offence. Acceptance to the Domestic Abuse Conditional Cautioning scheme must meet specific criteria as set by the Director of the Public Prosecution (DPP) and the Crown Prosecution Service (CPS).

- **Prevention & Early Intervention with Children and Young People**

57. In society we unfortunately see the intergenerational normalisation of and desensitisation to violence and abuse from a young age. In tackling this, we are working on a whole-systems public health approach that starts early in a child's life and looks at both the environment within and outside the home. Partners said this prevention and early intervention work should not be gender neutral but take a gendered lens and support in breaking these norms and barriers and helping children understand them. There needs to be a change in schools and RSE curriculum with materials and training available to teachers to have the confidence to deliver this. It should look at misogyny and patriarchy and how it is present in popular culture as well as around healthy relationships and victim blaming. This needs to be delivered at a level suitable to the age of the child but delivered as soon as possible.
58. During the course of 2021-2022 the OPCC has been working alongside partners towards the coordination of a regional domestic abuse perpetrator approach which is reflective of localised nuances to reflect the variation in Local Authority areas including strategic structures, size and demographics - which vary greatly for each area. What has become apparent is that this work must sit alongside the regional MARAC Review which was commissioned by the VRP and carried out by Linxs consultancy. What has also become apparent is when considering any approaches to domestic abuse perpetrator intervention there is not one single intervention that will effectively meet the need of all 7 Local Authority areas and indeed all DA perpetrators, however this work continues as we work towards a regional Home Office bid, when the funding announcement is announced, We are expecting a 2-year funding opportunity to be announced – we were informed that the date would be late autumn.

**From Harm to Hope**

59. [From Harm to Hope](#) was published on the 6 December 2021, and it stated that it was the first ever Drugs Strategy that commits the whole of government and our public services to work together and share responsibility for creating a safer, healthier and more productive society. Illegal drug use is a complex issue that has evolved over many years, so we must harness all of our energy and expertise as we respond. It set out a 10-year vision for addressing the impact that drug markets have on individuals and communities. It sets out three core strategic priorities: 'Breaking drug supply chains', 'Delivering a world-class treatment and recovery system' and 'Achieving a generational shift in the demand for drugs and promised almost £900 million of

additional funding over the next three years which it claims will deliver 54,500 more treatment places, prevent nearly 1,000 deaths and close over 2,000 more county lines.

### **West Midlands Combatting Drugs and Alcohol Partnership (WMCDAP)**

- 60.** Off the back of 'From Harm to Hope', government published guidance calling on local areas to set up dedicated 'Combating Drugs Partnerships' that were expected to bring together action and oversight across all three priorities of the drugs strategy. There were two key decisions that each area needed to make in the first instance:
- a) the geographical footprint of each partnership and
  - b) who the partnership's Senior Responsible Officer will be.
- 61.** It was proposed to partners that the partnership would best sit at a West Midlands force level (encompassing the 7 local authorities) and that the PCC could take the role as Senior Responsible Officer. After a period of negotiations, this was agreed by all areas. It was also agreed that the name of the group would be changed to reflect the equal importance that local areas place on dealing with the harms associated with alcohol. Thus, the WMCDAP was developed. This board will be part of the structure of the West Midlands Community Safety Partnership. as a lot of the relevant partners are already represented there. The priorities of the WMCDAP include substance misuse.
- 62.** The first substantive meeting of the WMCDAP was held in September 2021. All partnerships have a series of actions that they must quickly fulfil in the months leading up to Christmas. The first of these was to finalise the Terms of Reference for the new partnership, which was completed.
- 63.** The next of these actions include putting together a needs assessment for the partnership, establishing a delivery plan and a performance framework. Work is underway in all 7 local authorities with partners to deliver the actions set out above.

### **Local Criminal Justice Board contributions to reducing serious violence**

- 64.** Whilst the VRP is particularly focussed on serious youth violence, the PCC also undertakes work which contributes to reducing violence. Work is taking place on the following projects that are likely to exert a downward pressure on rates of serious violence:
- Piloting a Problem-Solving Court
  - Delivering Out of Court Disposals
  - Establishing knife bins in every NPU
  - Supporting community buy in to Stop and Search as a police tactic
  - Precious Lives Training
  - Enterprise to Employment
  - Safe Spaces
- 65.** In addition to the above, work is currently taking place on the following projects and all are at the point of inception:
- Diversion Delivery Plan

- Whole System Approach to Female Offenders
- Youth Peer Courts

66. The next section gives some of the highlights:

### **Developing a Problem-Solving Court**

67. The OPCC, in partnership with a range of other statutory and third sector partners, led on proposals to establish a new Problem-Solving Court (PSC) for female offenders to be based at Birmingham Magistrates courts. As 1 of 5 pilots advertised by the Ministry of Justice, an application was submitted in October 2021. It was supported by partners across the system (including the Women's Justice Partnership, local treatment providers, the Birmingham Law Society, senior local judges, Local Authority leaders, and the Birmingham Children's Trust).

68. The bid was successful and is currently being developed for implementation. Once up and running, the problem-solving court will be a place where partners working across a range of organisations (housing, mental health, substance misuse, family and relationships, women's services, and others), co-deliver a multifaceted intervention programme. The opportunity to foster truly transformational change in the way we go about helping people desist from crime and lead fulfilling lives is significant, if partners commit to the kind of multiagency working required to make it a success.

### **Out of Court Disposals**

69. The OPCC continues to work with force colleagues to ensure that there is a suite of out of court disposals (OOCs) in place to provide a meaningful input to those that are starting to exhibit offending behaviour that is yet to have become entrenched. These disposals are issued for low level or often first-time offenders and seek to help the individual to:

- a) Understand the impact that their behaviour has on others
- b) Understand why they behave in that way and how they might be able to change that behaviour in the future.

The following Out of Court Disposals (OOCs) are currently available:

#### **1. Drugs and Alcohol**

- Divert Drug intervention for possession of controlled drugs
- Alcohol Related Violence Course (for NTE binge drinking offences)
- Alcohol Related Domestic Abuse Course (Binge drinkers, wider family domestic abuse)
- Substance Misuse Conditional Cautions (offenders not suitable for Divert and dependent drinkers)

#### **2. Public Protection Unit**

- Cautioning Adult Relationship Abuse (CARA); is an out of court disposal for standard/medium risk alleged first time offenders of Domestic Abuse. It is a domestic abuse awareness raising intervention consisting of two workshops held 4 weeks apart and supports offenders to make better behaviour choices in their

relationships. It is not a perpetrator programme, cognitive behavioural therapy, anger management or a support group but it does promote safety of an offenders family through a linked victim contact service offering safeguarding and support.

- Consider for low level sexual offences (Offender pays to attend)

### **3. Female Offenders**

- New Chance is a specialist project for women who have been arrested, with an aim to divert them away from the Criminal Justice System at an early stage.. It offers trauma-informed support, group work, advocacy and the provision of information and advice.

### **4. Hate Crime**

- Rise Against Hate Course (DPP pilot to end June 2023)

### **5. General**

- Victim Awareness Course (offender pays to attend)

Interventions funded by organisations other than the OPCC

### **6 Gambling**

- Gambling Related Harm – Beacon Counselling
- Veterans Support – various
- Food banks
- Debt Counselling

### **7. Youth Offending**

All interventions delivered and managed by Youth Offending Teams.

Knife Bins

- 70.** The OPCC has overseen a weapon surrender bin programme since 2016. These bins are placed across the West Midlands at strategic locations as identified by local partners, including police. They are emptied quarterly and all contents is safely destroyed by the supplier. There are currently 24 bins situated across the West Midlands ([Weapon Surrender Bins - West Midlands Police & Crime Commissioner \(westmidlands-pcc.gov.uk\)](https://www.westmidlands-pcc.gov.uk/weapon-surrender-bins)) , including at least one in every local authority within the WMP area.

### **Stop and Search Scrutiny Panels**

- 71.** We have 10 stop and search/use of force scrutiny panels across the West Midlands; one in each Neighbourhood Policing Unit except for the Birmingham NPUs which each have two. The panels offer members of the public the opportunity to scrutinise West

Midlands Police's use of their powers, often searches for weapons or drugs, to ensure they are being used proportionately and fairly.

72. The panels, through reviewing the body-worn footage, witness any action that is taken as a result of a search where an illicit item is found. As a result, our panels are able to ensure stop and search is seen as an opportunity to divert people away from the criminal justice system, through scrutinising West Midlands Police's use of out of court disposals and community resolutions.

### **Precious Lives**

73. The OPCC have developed a training package for secondary school aged children that seeks to enable them to understand the harsh realities of carrying/using a knife. The OPCC work with a number of lived experience trainers who are well placed to engage with the target audience and authentically deliver our anti knife crime messaging.
74. We are working with VRP colleagues to ensure that this training appropriately targeted and is offered as part of a wider package of school-based interventions that support young people to make positive choices in their lives.

### **Enterprise to Employment**

75. The Enterprise to Employment project uses an Individual Placement Support (IPS) model for young people aged 18-35 who have a history of or are at risk committing violence. In essence this is a place then train, time unlimited model that focuses on providing both the service user and the employer with support to ensure that a young person sustains as well as gains employment. It has been incredibly successful with this cohort.
76. To date, over 145 people have been supported since the pilot was launched two years ago. **Of that 145, 4 people have reoffended.** If you appreciate that a large majority of the referrals come from the Multi-Agency Gang Unit, colleagues will understand that we are targeting those who are at very high risk of re-offending. Qualitative data is evidencing that this model is a big element of individuals not reoffending.

### **Safe Spaces**

77. Safe Spaces are facilities supported by healthcare teams that provide a place of refuge for anyone who feels unwell, for any reason, in Birmingham's night time economy. In addition, Safe Space offers any further support that is necessary, including providing a safe place for people who get detached from their group of friends and calling licenced taxis to take people home. They help to reduce vulnerability and opportunity for exploitation. These sites have run in the Arcadian and on Broad Street, with the plan being to roll more of these out across the city centre.

### **Diversion Delivery Plan**

78. The Diversion Delivery Plan is a project that we will shortly be launching which will seek to add value to existing provision through encouraging and enabling co-location, co-delivery and stronger referral pathways. This will all be with the aim of enabling vulnerable people to receive holistic support that addresses the set of individual

challenges that they face, so as to effectively divert them onto a positive forward path in their lives.

### **Whole System Approach to Female Offenders**

**79.** The Women's Delivery Group is a subgroup of the LCJB and they have submitted a bid to the Ministry of Justice, seeking over £250,000 to support the development of a whole systems approach to female offenders. The intention is to divert women from an offending pathway at the earliest opportunity and so avoid custodial sentences. Whilst female involvement in serious violence is relatively low, they are of course mothers to the next generation and disruption of the care giving relationship is a recognised adverse childhood experience (ACE) that can contribute towards the development of criminal behaviour in young people. We expect to hear the outcome of the bid in early February 2023 as to the success or otherwise of that bid.

### **Youth Peer Courts**

**80.** The proposals for a Birmingham Peer Hearing are unique in the UK because delivery would be community led. By bringing together local volunteers, criminal justice agencies, and third sector partners, it will offer a route away from the CJS for young people aged 11 to 25 in some of Birmingham's most disadvantaged communities. They will have been arrested for a summary offence with no further action taken. It provides a catalyst for change for these young people by connecting them to locally based diversion activities (comprising sport, the arts, charity initiatives, and faith groups) whilst also helping them tackle the root causes of their behaviour through self-reflection, 1-2-1 mentorship, and (if needed) therapeutic support.

**81.** The pilot proposals enjoy the robust support of the PCC, Birmingham YOS, and Birmingham United 2022. Over 30 organisations – spanning the full gambit of support services as well as local activity groups – have expressed their interest in becoming delivery partners for the Peer Hearing and there is ample opportunity for any Birmingham based stakeholder interested in a public health approach to solving social challenges to deliver their offer as part of the Peer Hearing package. Funding has now been secured between the OPCC, VRP and the Barrow Cadbury Trust.



## **Report to the West Midlands Police and Crime Panel Public Confidence Inquiry Theme: Visibility and Access**

**9 January 2023**

**Report of: Police and Crime Commissioner**

**Report author: Mark Kenyon, Chief Finance Officer**

### **1 Purpose**

- 1.1 To provide information to Panel with their public confidence inquiry theme: visibility and access.

### **2 Background**

- 2.1 The Police and Crime Commissioner's (PCC's) Police and Crime Plan details how the PCC will measure the success of the public accessing police services. This includes: -

- Ensure that West Midlands Police answer 999, and 101 calls and Live Chat within the timescales stated in the Citizen Charter. This is a target of answering 90% of 999 calls within 10 seconds and answering 90% of 101 calls within 3 minutes.
- Where Police Officers need to attend an incident (Priority 1 and Priority 2), ensure that they arrive within the timescales stated in the Citizen Charter. This is attend Priority 1 logs within 15 minutes and Priority 2 logs within 60 minutes.

- 2.2 The PCC has the following arrangements in place to monitor the above measures:

- Regular performance reports to the Strategic Policing and Crime Board (SPCB) on the performance of West Midlands Police. This includes details of the current performance against the Police and Crime Plan's performance measures. These have been reviewed by the panel before and SPCB discussed the latest performance report in October 2022. This report is available through:



<https://www.westmidlands-pcc.gov.uk/wp-content/uploads/2022/10/SPCB-25.10.22-Agenda-Item-5a-PCC-Statement-on-the-National-Policing-Priorities-Appendix.pdf?x28167>

- In addition to the public meetings of SPCB detailed above, where performance is discussed, SPCB receives a bi monthly briefing on performance.
- Reports to SPCB on areas within the police and crime plan. The appendix provides a report to the Strategic Policing and Crime Board in September 2022 on Access to Policing Services.
- At weekly meetings between the PCC and the Chief Constable there are monthly performance briefings that includes performance of West Midlands Police (WMP) against areas of the Police and Crime Plan.

### **3 Force Contact Improvement Plan**

3.1 The report to board in the Appendix refers to improvements that are being made to ensure WMP improves answering calls for service. Following a review by WMP of the service the following actions are being undertaken: -

#### **Short Term Activities**

- Establishing a dedicated line capability to resolve partner demand that comes through the 999s, building on Dispatch expertise and experience to enable quicker resolution and deflection of partner demand.
- When a call handler receives a non-emergency call on 999, they will be supported with a script / pre recorded message and policy to end the call within 30 secs and divert or signpost as appropriate.
- Improve the ability for the public to report incidents on line.
- Workforce planning, including increasing staffing resources during peak times. Also assessing the level of resource in Force Contact this includes the mix of staff.

#### **Medium Term Activities**

- Consider implementing a digital desk to manage digital contact.
- Widen the scope of offence types suitable for online reporting.
- Active call deflection of 101 calls to other channels.
- Based on insight early interventions with repeat callers.

#### **Long Term Activities**

- Further integration of across Force operating systems.
- Consider the implementation of a workforce management system.

#### **4 Recommendations**

4.1 The panel are asked to note the content of this report and its appendix.

#### **5 Finance Implications**

5.1 None directly arising from this report.

#### **6 Legal Implications**

6.1 None directly arising from this report.

#### **7 Equalities Implications**

7.1 None directly arising from this report.

#### **8 Appendices**

8.1 Report to the Strategic Policing and Crime Board: - Access to Policing Services, 27 September 2022



Strategic Policing and Crime Board  
27 September 2022

**Police and Crime Plan Priority:** Police and Crime Plan

**Title:** Access to Police Services

**Presented by:** T/Assistant Chief Constable Caroline Marsh

**Access to Police Services**

**Purpose of paper**

1. The Police and Crime Plan sets out that accessibility to police services is part of people's confidence in policing and their satisfaction with the service they receive. Most importantly, people want a quality service when they contact the police.

**Performance timescales for 999, 101 and Live Chat**

2. WMP Force Response has two key performance metrics:
  - Attend P1 logs within 15 minutes.
  - Attend P2 logs within 60 minutes.
3. As of September 2022 the Force Response establishment will reflect the increase from the Police Uplift project. Strength is slightly above the Transition State 1 figure of 1010 constables. As we move through the remainder of the 2022 and into 2023 the current peak of police students within the Professional Development Unit (PDU) will start to reduce, releasing staff back into core Force Response duties. With the increased number of deployable officers within Force Response the minimum staffing level will increase from 125 to 138 from September 2022. It is anticipated that the Force Response minimum staffing levels will increase further as the strength on Force Response grows as outlined above.
4. As was apparent during the Commonwealth Games, deploying additional staff at periods of peak demand enables more calls for service to be attended within the Service Level Agreement (SLA) and dealt with on the day they are received. This approach reduces the number of older retained calls for service and improves the quality of service callers receive, enhancing the legitimacy of WMP within our communities.

5. While the growing numbers of staff available for deployment on Force Response provides opportunities to improve performance, learning drawn from the experience of the Commonwealth Games supports a wider reassessment of the supervisory roles within the function thus ensuring staff are deployed in a manner to improve productivity. This reassessment will involve the development of three distinct supervisory roles covering:
  - The initial triage of calls for service working in collaboration with Force Contact colleagues
  - The internal management of resources to maximise staff efficiency and quality assure work
  - An external focus upon operational service delivery through critical incident management, advice and guidance to staff on the ground
6. In addition to the growth in staffing resilience and a reassessment of supervision Force Response now has two Force Control Room Inspectors (YM1) aligned to each of the five shifts. This increase recognises the acute and critical pressures associated with the role and provides the force with additional capability and capacity at peak times. Enhanced YM1 coverage supplements our ability to improve force performance through the improved management of calls for service linked to critical or major incidents, pursuits or spontaneous firearms deployments.
7. Mission Support own the overall plan to manage performance during the peak summer months. This plan involves the frequent analysis and review of demand, both current and anticipated. The outcome of this analysis is managed through the weekly Tasking and Assurance meeting, where decisions are made to move resources across the organisation to address service demand levels.
8. Internally, the Force Response function in collaboration with Force Contact, review resource levels at the start of each tour of duty, realigning staff to balance the fluctuations in demand
9. The start of the Commonwealth Games coincided with the anticipated seasonal demand peak. In view of the level of force resources committed to police the Games, the Senior Leadership Team within Force Response proposed the introduction of 12 hour shifts for their staff which was agreed. Force Response, formulated a plan to maximise the efficiency and effectiveness of the staff working extended hours which included the provision of distinct roles for the additional supervisors on duty designed to improve the productivity of Force Response staff.
10. The plan was implemented and as anticipated incoming demand remained consistent before peaking towards the end of July, the first weekend of the Commonwealth Games. Despite the additional calls for service, adherence to the plan saw working logs reduce, cases of vulnerability were identified and prioritised and the percentage of logs being dealt with on the same day as they were created increased to 90%. The learning from this period provides opportunities to improve future performance as outlined above.

11. The current cost of living crisis is expected to increase calls for service coming into WMP. Whether this anticipated increase in demand is crime related (theft, domestic abuse, fraud) or related to vulnerability (mental health, concerns for welfare, neglect) it will place further pressures on Force Response' capacity and capability. The subsequent resourcing and management of this demand is likely to be challenging given the complexity of such issues and time required to provide an effective service.
12. The effectiveness of Force Response supervision and leadership will be critical to the management of this anticipated increase in demand. The learning from the Commonwealth Games highlighted the importance of defined supervisory roles to ensure clarity of purpose, with clear lines of responsibility and accountability and as such will be a key element of our response to this challenge.
13. The ambition for Force Response is to become the most efficient and effective response function in the country. The current means by which success is measured is quantitative (time to respond to incidents / volume of logs dealt with). Recognising the complex and varied nature of each incident Force Response attend, introducing qualitative measures into the performance framework is challenging. For example, what staff do at a domestic incident at 10am on a Tuesday morning may look very different to what staff do at a domestic incident at 10pm on a Friday evening. Both approaches may be appropriate but for very different reasons. For instance, demand on a Friday evening will likely be more acute than a Tuesday morning, with pressures to redeploy staff to incoming logs of higher threat and risk. Additionally, alcohol or medical issues may be factors which determine the course of action taken at that particular time, at that particular incident, in response to the often unique set of circumstances. It is for this reason staff on Force Response are instructed to do the best possible job they can at every incident they attend. Whether or not this is achieved is measured against the circumstances under which the staff are operating at the time as opposed to a pre-determined set of directions which give little flexibility to the varied and unpredictable nature of emergency response policing.
14. To support service delivery at times of peak demand, Force Response work a banded shift pattern. This pattern means more staff are on duty and deployable at times when more calls for service are being received, for instance on late duties, Friday and Saturday nights. Recent analysis confirms that the banded shift times reflect the current demand profile. The same analysis also highlighted opportunities to revise Public Holiday resource levels to better meet the varying levels of incoming demand across the three shifts during the day. These changes will be implemented in due course, enhancing our ability to maintain service levels at key times on dates which have historically seen the same number of staff on duty regardless of the predicated demand.
15. As with the previous responses, the role of supervision in the balancing of demand volumes with the delivery of a quality service is critical. All three previously outlined Force Response supervisor roles will contribute to achieving this balance. In addition, Force Response senior leadership are now engaged with the "End to End" programme within FCID to ensure primary investigations, filing decisions and handover points all reflect the reality and complex nature of response policing in 2022.

16. The volume of incoming demand is primarily dependent upon public behaviour. Work continues in order to identify efficiencies so that internal demand is managed more effectively in order to create additional capacity within Contact Handling. This will lead to an improvement in call waiting times whilst the Force Contact Improvement Plan continues to develop mechanisms where complex and time consuming call demand is diverted to alternative resources in order to create yet further call handling capacity.

17. Quality of Service, both in terms of the allocation of appropriate resource and customer feedback suggests that the majority of service users feel WMP are delivering a good service

18. The table below details percentage of demand of incidents attended:

ROC, P7-9	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2020			69.92%	69.72%	70.57%	73.38%	74.66%	75.23%	75.73%	75.85%	75.34%	75.42%
2021	73.63%	72.94%	72.59%	73.74%	73.20%	72.01%	71.10%	72.03%	72.43%	72.63%	73.62%	72.38%
2022	73.57%	73.73%	73.12%	72.32%	71.70%	70.95%	70.97%					

19. The table below details % of demand that is resolved at initial contact:

Calendar Year	Resolved at Initial Contact
03/2020 - 12/2020	73.74%
01/2021 - 12/2021	72.69%
01/2022 - 07/2022	72.33%

20. Force Contact and Corporate Comms have been working through a number of options focused upon public awareness. Social media activity has focused upon reminding the public that they need to think about why they are calling the police and whether it is a genuine emergency and where possible, encouraging them to use the online services. It also highlights the use of the Bob-E AI deflection tool within the Live Chat facility and also the Integrated Voice Recognition tool within our telephony system to again signpost people to either the most appropriate service or the most effective engagement channel to use.

21. At present, the significant increase in demand and reduced staffing levels mean contact handling are struggling to answer all calls for service, particularly non-emergency calls as emergency calls are prioritised. On each shift, some call handlers are ringfenced to only answer emergency calls with the aim of allowing all emergency calls to be answered within the SLA. Although this is often successful during earlier hours of the day, during periods of increased demand the proportion of emergency

calls answered in under 10 seconds decreases, and the volume of non-emergency calls answered also reduces.

22. Force Contact utilise citizen satisfaction scores from SMS and web surveys to monitor performance of call handlers for measuring quality.
23. The Force Contact Service Improvement Team have previously recommended that the department begin public education campaigns (similar to those used by the NHS) to communicate the most appropriate method of contact for their needs. This would assist in reducing the volume of non-emergency calls made to 999, allowing emergency calls to be answered within the SLA and a prompt response given. Additionally, it would allow the public to be signposted to other agencies such as local councils to resolve issues that are not police matters, which would also reduce the volume of non-emergency calls for service. In doing this, the available call handling staff would be able to more effectively manage the incoming demand and provide a timelier response to members of the public.
24. At present, WMP do not use forecasting tools to anticipate trends in future demand. This is part of the work currently being undertaken with Accenture, to develop a reliable tool which will allow us to better predict future demand and give us sufficient time to re-purpose / re-deploy resources to effectively meet that demand
25. Under the current conditions, factoring in reduced staffing levels and increased demand (particularly increased emergency demand), we are not currently meeting the national target for 999 and 101 response and call handling times. It is important to note that the national data is provided by BT, and reflects a lower level of volume coming into WMP than is actually the case. Whilst the data is helpful in allowing forces to understand their performance when measured against that of other 'most similar', there is too little information available to allow for an informed and reliable assessment.
26. WMP continue to focus upon answering all 999 calls within 10 seconds, and 101 calls within 3 minutes. However, with the rise in overall call demand being significant over the last 6 months (nationally there has been a 20% rise in 999 demand, across WMP that rise has been 40%), marginal gains have been less noticeable. The impact of the increased demand must not be ignored either. WMP has seen an average of 2000+ more P1 Immediate response incidents created per month, when compared to February-July 2021. This increased the pressure upon Force Response resources, and any subsequent enforcement activity then adversely impacts FCID / PPU / CJU and NPU resources.
27. In May and June 2022, WMP received the third highest volume of 999 calls in UK, and ranked as the lowest performing against the average time to answer emergency calls and the proportion of emergency calls answered after 60 seconds.

<b>May-22</b>	WMP	Highest ranking	Lowest ranking	WMP Rank
Total Calls	58,563	176,035 MET	4,883 Dyfed-Powys	3rd
Average time to answer (seconds)	36.6	6.4 Lincolnshire	36.6 WMP	44th
Median time to answer (seconds)	9	3 Lincolnshire	14 North Yorkshire	41st
% Calls answered under 10 seconds	51.0%	89.1% Lincolnshire	32.2% Durham	40th
% Calls answered in 10-60 seconds	28.0%	8.9% Leicestershire	57.3% South Yorkshire	32nd
% Calls answered in 60 seconds or longer	20.6%	0.4% Derbyshire	20.6% WMP	44th

<b>Jun-22</b>	WMP	Highest ranking	Lowest ranking	WMP Rank
Total calls	59,347	165,617 MET	4,846 North Yorkshire	3rd
Average time to answer (seconds)	36.2	7.1 Bedfordshire	36.2 WMP	44th
Median time to answer (seconds)	7	3 Bedfordshire	23 Dorset	31st
% Calls answered under 10 seconds	57%	87.6% Merseyside	32% Dorset	38th
% Calls answered in 10-60 seconds	23.20%	10.1% Cambridgeshire	52.5% Cumbria	29th
% Calls answered in 60 seconds or longer	19.80%	0.5% Gwent	19.8% WMP	44th

28. Initially Live Chat was intended to service c.38% of incoming call demand. However, this has never been realised, given the target was based upon non-industry standards and the overall increase in demand has not allowed further resource to be dedicated to this function. Due to the complex nature of some of the matters being reported via Live Chat, the concurrency rates are relatively low. These would need to increase significantly for the service to become cost efficient. At this time it offers an alternative channel for the public, which suits the lifestyles and expectations of the younger demographic in society

### **WMNow Strategy**

29. WMNOW is a secure, two-way instant messaging system to enable and develop community engagement with members of the public who have registered on the



system. As of March 2022, there were 121,028 citizens registered on this system. Users receive messages via email and/or text and can respond likewise. The messaging system enables the force to fulfil people's expectation that they will receive live and/or real time updates about incidents happening in their community or local area.

30. During 2021/22, the messaging system was upgraded and the service offer refreshed. This refresh included tailored messages around the needs of individual communities e.g. Impact Areas. There are nominated PCSO's within each ward who are responsible for managing outbound and inward communications, to ensure that the quality of messaging is consistent. The force is also currently developing a "digital kin community" which is a network of digital influencers who can help propagate key policing messages.
31. In 2022, Corporate Communications designed a new WMNow strategy aiming to improve satisfaction and outcomes on the platform. This followed a platform assessment which revealed issues that were resulting in high numbers of subscribers leaving each month. Further analysis showed the platform was not being used in the best way by officers resulting in low interaction and engagement with users.
32. The new strategy places greater emphasis on improving satisfaction reach and outcomes, with more tailored and relevant local messaging. This was delivered by setting new objectives and implementing a new content approach and training for officers to follow. The changes were piloted for a three month period in Sandwell before being implemented across the region. The results are highlighted in the table below. The data shows improvements in all monthly measures while still maintaining an improvement in overall signups. A 60% increase in total propagation rate supports our ambition to improve how messages are being shared into private forms of social media. This is further supported by a significant increase in self-signups growing from a monthly average of 17 to 689. This supports our overall objective that we will increase sign-ups by improving the focus on message quality.
33. WMNow can contribute to crime reduction by providing subscribers and communities with information and updates on issues relevant to them and their communities which in turn can help them to protect themselves and their property, and to play a part in improving the safety of neighbourhoods. Members of the public can be signposted to Live Chat and the website as effective, non-urgent channels of communication and any inbound messages which contain intelligence can be routed to the appropriate Officer/ NPU which can help to tackle crime.

Monthly measures	Sandwell pre-pilot (3 month average taken in Sept 21)	Sandwell post-pilot (3 month average taken in Dec 21)	Pre regional implementation (July 21)	Post regional implementation (July 22)
Satisfaction (How satisfied people are with their messages)	85	<b>92</b>	85	<b>90</b>
Propagation (How often people share messages into personal social media)	54	<b>92</b>	54	<b>86</b>
Relevance (How relevant the message is to their area)	85	<b>90</b>	85	<b>90</b>
Quality (How the message is written)	85	<b>94</b>	85	<b>90</b>
Unsubscribes (Average number of users leaving the platform each month)	62	<b>16</b>	113	<b>21</b>
Total signups			109559	<b>120820</b>
Monthly self-signups (People who sign up through word of mouth)			17	<b>689</b>

## Digital Services Transformation

34. WMP has been at the forefront of digital transformation in the public contact/policing space since launching our Digital Experience for Citizens (DEC) platform in August 2017. Between 2017 – 2021, this work was delivered through the New Ways of Public Contact project (NWoPC), which has been responsible for a number of key enhancements and features for members of the public who contact the police with non-urgent and/or non-policing matters. The objectives of this project were two-fold: offer channel choice to members of the public and increase the use of digital channels as a means of managing demand as effectively as possible.

35. In a digital first world, police forces are now expected to ensure the public can reach them through the digital channel of their choosing. For some individuals, it is just not possible to dial 999 in an emergency. They may be neurodivergent, deaf or in a situation where it is simply not safe to talk on the phone, but regardless of their reason, these citizens need to be able to call for help. For others, they are reluctant to dial 999 to report a non-urgent crime or share intelligence or ask a question. Additionally, the

West Midlands has one of the youngest demographics in the UK. The younger generation have grown up with social media and see it as a normal route for communication.

36. Against this background, WMP has been focusing on the development of a social media operation model that gives the public the choice and confidence to engage and interact with their local police using the digital channels that most suit their needs and keeps pace with public expectations.
37. Central to the forces' new Public Digital Engagement Strategy is a commitment to streamline and proactively manage our social media presence both to increase channel choice and to actively reduce risk, threat and harm. The number of unmoderated Facebook and Twitter accounts within the force has already been rationalised and a detailed business case is currently being prepared for the procurement of a social media platform (SMMP). A SMMP is an application program or software suite module that facilitates the force's ability to successfully engage in social media across different communication channels and multiple accounts within each channel and helps to prioritise contact.
38. An additional business case is being progressed which will request the establishment of a Digital Desk to sit across Corporate Communications and Force Contact to meet wider demand for digital services, increasing public expectation, and recognition of the threat risk and harm contained in unmonitored and unmanaged contact.
39. In December 2021 the NPCC produced a report of its findings from a review of early adopters of a Digital Desk. The Metropolitan Police Service, Merseyside and Leicestershire police were the first early adopters to monitor social media contacts through dedicated staff, known as the digital desk team. Fifteen early adopters were consulted in the review and the number of forces with a Digital Desk has now increased to 18. Forces that have implemented a Digital Desk manage social media contacts by having trained operators in place 24x7 to ensure that in-bound contact from members of the public are managed and triaged effectively.
40. Feedback from most forces who have implemented a Digital Desk is that, whilst they have not seen a reduction in 101 calls nor a corresponding headcount reduction, they had benefited from the ability to 'smooth' peaks in demand leading to a better service i.e. citizens do not always require an immediate response from an operator unlike the phone or Live Chat. The data from early adopter forces also suggests the vulnerable people who are not in a position to call 101 are using social media as a contact channel, and approximately 26% of contacts were resolved by the digital desk operator, which could have otherwise been a potential 101 call.
41. Early adopters consider the introduction of a Digital Desk with the ability to manage social media contact as providing channel choice not necessarily channel shift. The national policing vision as set out in the National Policing Digital Strategy is that 'The public will have the choice and confidence to engage, report and interact with their local police using the digital channels that most suits their needs'

42. The Digital Desk proposal is being developed as part of a wider programme to respond to the record increases in demand which WMP has seen (a picture which is reflected nationally) and to improve the experience for people who do need to contact the force. This includes, including recruiting more staff to take calls and establishing a dedicated team to deal with some of the most complex calls from vulnerable victims which can take much longer to deal with as we take important information from them there and then.

### **Estates Strategy Background**

43. The Estates Strategy which was approved at November 2021's SPCB was an update to the previously approved 2018 Estates Strategy.
44. The update was requested to review the previous plans following the impact of the Covid-19 pandemic on the programme of work, an assessment of demands of the operating model, and additional requirements identified by the national Officer Uplift programme.
45. Previous estates strategies of 2012, 2016 and the comprehensive strategy published in 2018 set out to rationalise and modernise the force estate. The strategy is iterative and has the ability to flex to meet the demands of the force operating model. However, adopting a more flexible estate does make it easier to adapt to future operational changes.
46. In the November 2021 paper, a series of principles was outlined that cover how the estates strategy supports the WMP operating model. These principles have been reviewed and tested by operational leaders and are listed here:

Principle 1	We will continue to provide locally accessible Public Contact Offices
Principle 2	Neighbourhood teams should be located in or very close to their communities. Where we can share a site with partners this should be our preferred option.
Principle 3	Our emergency response services need to be located so that they can meet our urgent requests for help.
Principle 4	We seek to create a specialist high density custody estate to improve detainee safety, efficiency and support modern services to investigate crime
Principle 5	We have resilient command and control locations (Force Contact Centres).
Principle 6	We aim to support a safe and healthy workforce.
Principle 7	We aim for a modern learning approach and estate to support this.
Principle 8	We will co locate strategic policing services with national partners where possible.
Principle 9	We require high quality estate to meet forensic regulation requirements.
Principle 10	We will seek best value when disposing of surplus estate, having tested alternative uses for unwanted sites
Principle 11	We will deliver modern, efficient, flexible, agile accommodation

### **How the Principles contribute towards improving access to services**

47. There will still be 10 Public Contact Offices (PCOs) located across the West Midlands, to complement the other channels through which citizens can contact WMP, such as

the force website, webchat and 101 as well as other social media applications for non-crime reporting purposes. (Principle 1)

48. We will continue to deliver command and control functionality from a number of sites (Park Lane, Lloyd House, Coventry, West Bromwich and Wednesfield transferring to Wolverhampton). The command and control centres are the focal point for the public to contact WMP and where resources are assigned or dispatched in response to calls for service. (Principle 5)
49. The uplift in officers has resulted in a re-alignment of Force Response; it is now proposed to distribute the function across the force in 8 hubs (and not 6 as proposed in 2018 strategy); namely Wolverhampton, Dudley (currently Brierley Hill), Bournville Lane, Coventry Central, Chelmsley Wood, Park Lane, Stechford and Bloxwich. (Principle 3)
50. WMP has a significant number of NHTs distributed across the whole of the force area. (Principle 2). The vast majority of NHTs will remain in their existing areas at the heart of the community, the key difference being that, where appropriate, we will seek to co-locate with partner or other parties to reduce the amount of costly estate that needs to be maintained. (Principle 8)
51. Co-locating Neighbourhood resources with partner agencies supports greater integration and delivers operational benefits, for example: enabling joint incident attendance, road safety initiatives and joint working with representatives from other agencies such as schools liaison officers. (Principle 2)
52. A third custody hub will be built on the eastern side of the force, complementing the high-density hubs at Perry Barr and Oldbury This builds on the success of the existing hubs, supporting increased professionalism of the service and providing safer custody environments. Additionally, it will see co-location of investigative and custody teams, and provide a central, safe location for victims to visit. (Principle 4)
53. Principles 6, 7 and 11 recognise the need to provide modern flexible estate, which is inclusive, efficient and more economic to run, underpinned by the NWoW brand. Flexibility allows it to adapt and accommodate changes in the operating model that can't so easily be achieved by the older estate. These principles will be applied to all future refurbishments and new/re-builds.
54. Although not directly improving access to police services, the recently opened Police Museum does help to improve engagement and confidence in WMP. National Lottery Heritage Fund was awarded to support conversion of the Steelhouse Lane lock-up into a museum. Opened to the public in Spring 2022, the museum not only offers an insight into WMP's history, but is the focus of public engagement and educational activities.

### **Establishment and Strength: Force Contact 2022**

55. The current establishment (1<sup>st</sup> August 2022) for Force Contact stands at 939.6 FTE posts made up of 788.8 FTE Staff posts and 150.8 FTE Officer posts.
56. Against this establishment position Force Contact strength is 895.4 FTE with 751.8 FTE Staff and 143.6 FTE Officers. The vacancy position is detailed in the table below:

	<b>Establishment</b>	<b>Strength</b>	<b>Vacancies</b>	<b>Vacancy rate</b>
<b>Staff</b>	788.8	751.8	37	4.7%
<b>Officers</b>	150.8	143.6	7.2	4.8%
<b>Total</b>	939.6	895.4	44.2	4.7%

57. A recruitment plan is in place for Police Staff with regular intakes throughout the year. The next intake is scheduled for September and including the August intake will deliver an additional 24 Staff into the department. Work is also in progress to deploy Officers who are recuperating following illness or injury into Force Contact. These officers will be utilised to resource the new Support Desk function within the department.

### **Attrition**

58. Attrition in Force Contact for the last 12 months was 11.4% overall; 16.9% for Officers and 10.6% for Staff. Excluding police staff who resigned to join as Officers, then attrition is 10.6% overall for the department and 9.6% for Staff. Within Contact as a department, the attrition rate for Contact Handling was 15.7%. Excluding those who resigned to join as Officers it was 13.9%.

59. In comparison, the Force's total attrition within the last 12 months was 9.1%; 6.3% for Officers and 12.8% for Staff. Excluding those who resigned to join as Officers, then attrition is 8.8% overall and 12.3% for Staff.

60. When compared to other Departments, the attrition in Force Contact is the second highest of the 10 largest departments by strength; surpassed only by Criminal Justice Services (14.2%). Force Contact has the 17<sup>th</sup> highest attrition rate across all departments within the Force, with the rate being higher than the Force's overall attrition rate of 9.1% for the last 12 months.

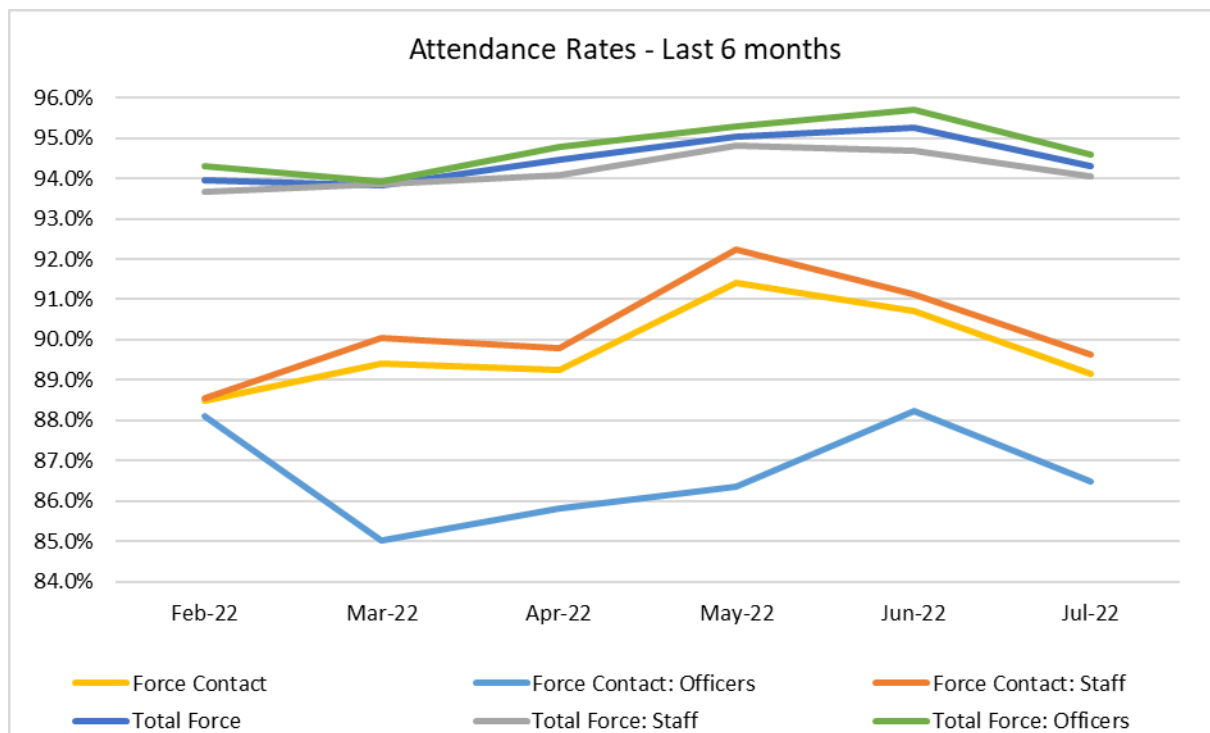
61. The main driver within the last 12 months for Force Contact's Staff attrition was resignation for personal reasons (32 out of 86 leavers; 37.2%), followed by 20 individuals resigning citing alternative employment (23.3%). There were 8 Staff leavers (9.3%) who resigned to become Student Officers with the Force. A similar view can be seen within Contact Handling; with personal reasons accounting for 19 out of 43 leavers (44.2%), 11 individuals citing alternative employment (25.6%) and 5 individuals joined the Force as Officers (11.6%).

62. The table below shows a comparison of attrition against other forces. During the last 12 months, Force Contact at WMP had a higher rate of attrition than Warwickshire, whilst it was lower than at Staffordshire, West Mercia and Greater Manchester. This applied to both overall attrition and excluding Staff who resign to become Officer.

	Overall 12 months attrition rate	12 months attrition rate excluding Staff leaving to become Officers
West Midlands	11.4%	10.6%
Greater Manchester	15.26%	13.34%
Warwickshire	9.45%	9.5%
West Mercia	13.0%	11.5%
Staffordshire	12.0%	11.2%

## Attendance

63. Attendance levels in Force Contact saw a gradual rising trend during 2022 up until the end of May, however they have since fallen during the last two months. Attendance in July was 89.1% for the department as a whole; 86.5% for Officers and 89.6% for Staff. In comparison, the Forces total attendance for July was 94.3%; 94.6% for Staff. It is worth noting that there has been a decline in attendance seen across the force during July 2022 which was driven by a doubling in the number of COVID-related absence days during the month. The graph below compares attendance levels over the last 6 months for the Department and Total force:



64. Attendance levels in Force Contact have always been one of the lowest across the Force and this is reflected in the current position with Force Contact currently having the penultimate lowest attendance rate across all departments. When compared to other Departments, the attendance in Force Contact continues to consistently be the bottom of the 10 largest departments by strength; averaging 89.3% attendance across the last 12 months.

65. The table below shows a lower attendance rate for WMP Force Contact department in comparison to those of other forces. Across all of the forces though, the attendance rate for July of each Contact department was lower than their force's average.

	<b>Attendance rate</b>	<b>Attendance rate compared to other Departments</b>
<b>West Midlands</b>	89.1%	In July 2022, Force Contact had the the penultimate lowest attendance rate across all departments in the Force.
<b>Greater Manchester</b>	91.5%	Lower than the Force average
<b>Warwickshire</b>	89.5%	Lower than the Force average
<b>West Mercia</b>	91.6%	Lower than the Force average
<b>Staffordshire</b>	91.0%	Attendance rate one of the lowest in the Force

### **Citizens Charter**

66. The force, in partnership with the PCC's office, developed a Citizen Charter during 2020. The Charter essentially outlines the standards that WMP intends to uphold whenever and wherever it deals with citizens. It acts as a guide both for employees and citizens, letting employees know what is expected of them, and informs citizens what to expect from WMP. The Charter replaces the former 'Contact Counts' handbook produced by WMP in 2014.

67. The Charter was launched to WMP employees in December 2020 and the initial focus was on communications and engagement activities with internal employees, to ensure that colleagues were clear on the service offer to the public. As the SMS surveys have been introduced across the force, there have been further communications of the Citizen Charter, alongside development of customer service skills training that will be made available as part of the force's personal development offering for staff in Autumn 2022.

68. The intention was to launch the Citizen Charter to the public via a 'soft' press release during 2021 but this was delayed due to external factors such as public concerns about policing following the death of Sarah Everard. The plan is now to introduce the Citizen Charter to WMP's new Chief Constable and an agreed date with the PCC's office will be chosen for the launch.

69. A set of service standards were developed to accompany the Citizen Charter. These standards apply to the different aspects of the citizen journey and the channels through which citizens engage with us. Compliance levels against some of the service standards are covered elsewhere in this paper (e.g. 999 and 101 call answering performance and P1 and P2 incident attendance), so these are not repeated here.

70. There are, however, also service standards referenced as part of the Citizen Charter that relate to Investigations and compliance levels against these are shown below:



Service standard	Compliance to service standard
If we need to investigate further, we will: <ul style="list-style-type: none"> <li>- contact you within a maximum of seven days of your crime being recorded and give you details of the investigating officer who will be your point of contact during the investigation</li> </ul>	81% (latest figures Oct-21 – next audit planned for Oct-22)
If you need to go to court, we will: <ul style="list-style-type: none"> <li>- tell you what happened at court within three days of the court case</li> </ul>	94% (latest figures Oct-21 – next audit planned for Oct-22)

71. As well as quantitative measures the force measures 'how' it is performing against its promises in the Charter through SMS surveys sent to citizens that are dealt with by Force Contact, Force Response and Initial Investigations. The surveys ask a number of questions to measure satisfaction with the quality of the interaction they had with WMP. The latest feedback is shown in the table below. Actions being taken to address areas of least satisfaction were included in SPCB 'Increasing Confidence in WMP - Confidence and Satisfaction Report' dated 28<sup>th</sup> June 2022.



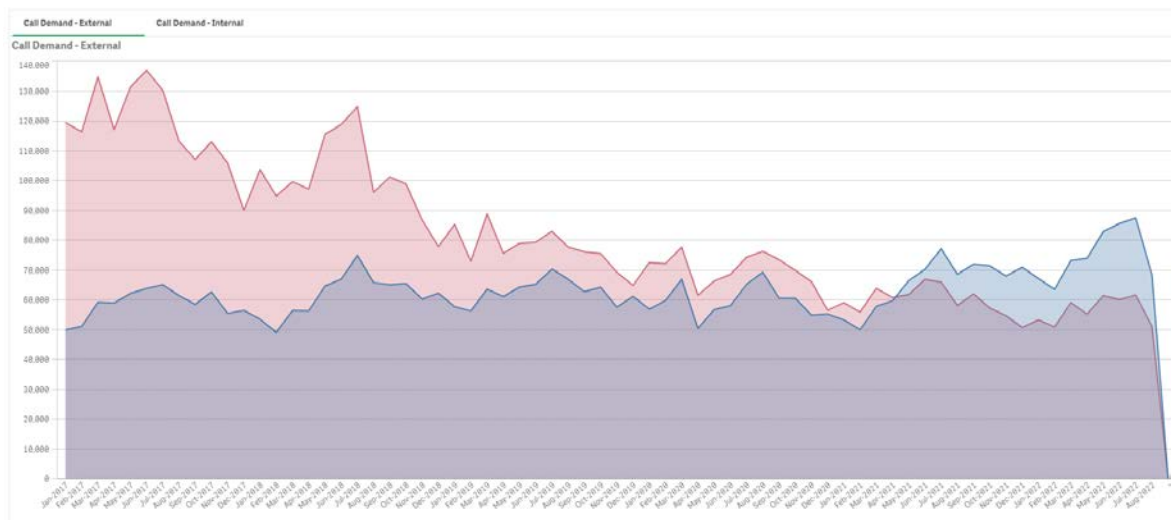
72. The service standards are currently under review as the non-emergency call handling service standard of answering calls within 3 minutes is not being met. The Force has commissioned Accenture to identify recommendations to improve WMP's call handling performance, and part of this work will focus on whether there is a need to re-assess existing service levels. The outcome of the Accenture review is expected September 2022.

### Performance Data – Force Contact

73. All Data will be rolling 12 month totals Aug 21 – July 22, where data is taken from national data (<https://www.police.uk/pu/your-area/police-scotland/performance/999-data-performance>) this will be for July 2022 unless stated

74. During the 12 month period WMP received 885,504 emergency calls for service. The nationally published data provided by BT regularly records WMP as receiving the 3<sup>rd</sup> highest volume of calls just behind Police Scotland. During this period the volumes of calls to the emergency number has surpassed the volumes to the non-emergency number, see chart below

Blue line emergency/Red line non-emergency



75. During this period WMP answered 66% of all calls to the emergency number within the SLA of 10 seconds. The national range for July was between 87% - 39%.

76. % of calls answered in 60 seconds is not measured internally by WMP but the nationally produced data by BT shows 17.8% of all calls to the emergency number were answered in over 60 seconds.

77. % of calls answered between 10 and 60 seconds is also not measured internally by WMP but the nationally produced data by BT shows 20.1% of all calls to the emergency number were answered between 10 and 60 seconds.

78. During the 12 month period 6.3% of emergency calls were abandoned, 5.9% after SLA, the majority of these at peak times.

79. The mean average time for 12 months is 26 seconds and median 7 seconds. The distribution of answer times to show percentiles, mean and median is not calculated.

80. Performance versus the SLA is worse during the peak time of demand. During the 12 months there has been a shift in demand to the peak time for emergencies being 19:00 hours (6.5% of all calls occur between 19:00-19:59). The SLA over 12 months has been below 50% between the hours 17:00-20:59. The peak days are quite often weekends on the emergency channels which sees more calls in the early hours compared to in the week.

81. The average call handling time for 12 months was 3 mins 53 seconds. 20% of all calls to the emergency number doesn't have an incident created and recorded as a record of contact. A further 46% are dealt with as a contact resolution with no resources needing to be deployed. 19% have an immediate response grading with a further 6% as a priority response.
82. During the 12 months WMP received 685,157 non-emergency calls for service. During this period WMP answered 34% of all calls to non-emergency within the SLA of 3 minutes.
83. During the 12 months 44% of non-emergency calls were abandoned 32% after SLA, the majority of these at peak times.
84. The mean average time to answer during the 12 months was 12 mins 28 seconds. The distribution of answer times to show percentiles, mean and median is not calculated.
85. The demand on non-emergency changes significantly during week to weekend with weekdays being busier. Between 10:00-16:00 demand is at its highest on non-emergency. SLA performance is poorest between 17:00-21:00 when it is below 20% as staff are prioritised to emergency demand.
86. 30% of all calls to emergency number doesn't have an incident created and is recorded as a record of contact. A further 49% are dealt with as a contact resolution with no resources needing to be deployed. 1% have an immediate response grading with a further 5% as priority response.

### **Performance Data – Force Response**

87. During 12 months there were 180,334 P1's an increase of 6% vs previous 12 months and 93,103 P2's a reduction of 2%.
88. 91% of all P1 incidents were attended and 75% of all P2 incidents were attended. 44% of P1 incidents where attended were done so within the 15 minutes SLA and 35% of P2 incidents where attended were done so within the 1 hour SLA.
89. The median average SLA for P1 incidents was 16 mins 36 seconds with mean average (affected by big outliers) 28 mins 29 seconds. For P2 incidents the median average SLA was 10 mins 49 seconds with mean average (affected by big outliers) over 10 hours.
90. The distribution of response time for P1, P2 to show percentiles, mean and median is not calculated.

### **Performance Data on the uptake of Digital Services**

91. During 12 months 173,538 live chats were offered with 27% abandoned. The average talk time was 15 mins 18 seconds and it took an average of 7 mins 54 seconds wait time.

92. During 12 months 34,415 online reports were recorded, 75% related to theft with 25% criminal damage. The average time to review was just over 10 hours.

93. Processed reports and statistics for online reports are not calculated.

### **Next Steps**

94. The board is asked to note the contents of this report.

# Report to the West Midlands Police and Crime Panel

## Police and Crime Commissioner Key Decisions - December 2022

**Date: 9 January 2023**

Report of: Kevin O’Keefe Panel Lead Officer, Chief Executive Dudley MBC, Panel Lead Officer

Report author: Amelia Murray, Overview and Scrutiny Manager

### **1 Purpose**

- 1.1 This report lists the recent key decisions published by the West Midlands Police and Crime Commissioner.
- 1.2 The Panel is responsible for scrutinising the actions and decisions of the Police and Crime Commissioner.
- 1.3 Copies of the decisions and background reports are available to view and download from the Commissioner’s website [Police and Crime Commissioner Decisions](#)

### **2 Recommendation**

- 2.1 **That the Police and Crime Panel note the recent key decisions published by the Police and Crime Commissioner.**

### **3 Finance Implications**

- 3.1 There are no financial implications relating to the report set out in Appendix A that lists the published decisions of the Police and Crime Commissioner.
- 3.2 The financial implications of the key decisions made by the Police and Crime Commissioner are outlined in the individual decision reports published by the Commissioner.

### **4 Legal Implications**

- 4.1 There are no legal implications relating to the report set out in Appendix A that lists the published decisions of the Police and Crime Commissioner.
- 4.2 The legal implications of the key decisions made by the Police and Crime Commissioner are outlined in the individual decision reports published by the Commissioner.

### **5 Equalities Implications**

- 5.1 There are no equalities implications relating to the report set out in Appendix A that lists the published decisions of the Police and Crime Commissioner.

5.2 The equalities implications of the key decisions made by the Police and Crime Commissioner are outlined in the individual decision reports published by the Commissioner.

## **6 Appendix**

6.1 Appendix A List of Police and Crime Commissioner key decisions

## **Appendix A**

### **Police and Crime Commissioner Key Decisions: December 2022**

The following key decisions have been published by the Police and Crime Commissioner since the last Panel meeting.

Further details of decisions, including reports and supporting documents are available on the PCC website: [Police and Crime Commissioner Decisions](#)

#### **Disposal of property PCC Decision – 030-2022 – 23 December 2022**

A confidential decision relating to property disposal.

#### **National CBRN frameworks PCC Decision 026 – 2022 – 23 December 2022**

A confidential decision relating to National CBRN frameworks.

#### **Fees and Charges 2022/23 PCC Decision – 08 2022 - 7 December 2022**

Approval of the Force's fees and chargeable rates for 2022/23.

#### **Support Provision PCC Decision – 029 2022 – 1 December 2022**

A confidential decision around support provision.

#### **Vehicle Recovery PCC Decision – 028 2022 – 1 December 2022**

A confidential decision about vehicle recovery

**West Midlands Police and Crime Panel – Work Programme 2022-23**

**Date:** 9 January 2023

**Report of:** Panel Lead Officer: Kevin O' Keefe Chief Executive Dudley MBC

**Panel Members**

Cllr Alex Aitken, Cllr Gareth Moore, Cllr Kath Scott – Birmingham City Council

Cllr Pervez Akhtar, Cllr Abdul S Khan – Coventry City Council

Cllr Paul Bradley, Cllr Kamran Razaq – Dudley Metropolitan Borough Council

Cllr Zahir Hussain, Cllr Danny Millard – Sandwell Metropolitan Borough Council

Cllr Alan Feeney – Solihull Metropolitan Borough Council

Cllr Suky Samra (Chair) – Walsall Metropolitan Borough Council

Cllr Jasbir Jaspal – Wolverhampton City Council

Kristina Murphy (Vice-Chair), Lionel Walker – Co-opted Independent Panel Members

**Officer Support:**

Overview and Scrutiny Manager (Birmingham City Council): Amelia Murray (07825 979253)

Scrutiny Officer (Birmingham City Council): Sarah Fradgley (0121 303 1727)

**1. Purpose of Report**

The purpose of this report is to outline the current work programme for the Panel for 2022-23 with regards to its statutory requirements and standard items.

**2. Recommendations**

**The Panel is recommended to consider the work programme for 2022-23 set out in the table in Appendix 1.**

**3. Items to be programmed**

- a) Member visits – this has been identified by the Panel to provide more understanding of the functions of the OPCC and West Midlands Police.
- b) Training – the Panel has requested additional training to further their understanding of police finances.
- c) Chief Constable – an invitation has been extended to the new Chief Constable. This will be added to the work programme when confirmed.

**5. Legal Implications**

There are no immediate legal implications arising from this report

**6. Financial Implications**

There are no financial implications arising from the recommendations set out in this report.

**7. Public Sector Equality Duty**

This Police and Crime Panel is a joint committee of West Midlands Local Authorities. Therefore, it has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under the Act.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.



The Panel should ensure that it addresses these duties by considering them during work programme development, the scoping of work, 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 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.

The Panel should ensure that equalities comments, and any recommendations, are based on evidence.

**Appendices:**

Work Programme – Appendix 1

Date of Meeting	Item/ Topic	Aims and Objectives	Presenting	Additional Information
31 January 2023	Budget Sub-Group	To consider PCC proposed budget and precept and develop key lines of questioning for Feb PCP.	Mark Kenyon, Chief Finance Officer, Office of the Police and Crime Commissioner  Julie Cooper, Head of Financial Operations, Solihull MBC	The report required for this meeting is also to be presented at the Feb 6 Panel.  This sub-group may schedule further meetings.
6 February 2023	Policing Precept and Budget Proposals 2023/24	To review the PCC proposed budget and precept  To make a report and recommendations to the PCC	Mark Kenyon, Chief Finance Officer, Office of the Police and Crime Commissioner	
6 February 2023	Community Policing	To understand how the PCC is providing oversight to West Midlands Police to deliver his commitment to rebuilding Neighbourhood Policing and increasing the number of neighbourhood officers  To provide an overview of how this Neighbourhood Policing commitment rolls out across the region and the impact it has delivered  To inform the Panel about the Impact Area programme, specifically to understand the progress of the police and crime plan objective to reduce levels of harm and severity of crime in these areas  To understand how the PCC is working with Community Safety Partnership's to tackle issues important in local communities	Simon Foster, Police and Crime Commissioner  **The Commissioner may identify additional attendees to support the presentation of this item**	
6 February 2023	Public Confidence Theme:	To understand how the Commissioner is providing oversight to ensure compliance with the Victims Code. The Panel are	Simon Foster, Police and Crime Commissioner	The Panel will welcome extending an invitation to

Date of Meeting	Item/ Topic	Aims and Objectives	Presenting	Additional Information
	Supporting Victims	<p>interested in improvements in victim satisfaction rates and in particular how victims of crime are being kept updated on the progress of investigations and prosecutions. The Panel are also interested in the Victims' Commissioner examination of the local Victims' Right to Review provisions.</p> <p>To provide information on the projects being undertaken to support victims of crime, in particular vulnerable victims of crime, and demonstrate the impact of these projects</p>	**The Commissioner may identify additional attendees to support the presentation of this item**	Cllr Brennan as West Midlands Victims' Commissioner
6 February 2023	Police and Crime Plan – Progress and Performance	To outline progress towards key objectives within the Police and Crime Plan	Simon Foster, Police and Crime Commissioner	
20 February 2023	Policing Precept and Budget Proposals 2023/24	<p>To review the PCC proposed budget and precept</p> <p>To make a report and recommendations to the PCC</p>	Mark Kenyon, Chief Finance Officer, Office of the Police and Crime Commissioner	**This is a provisional meeting in event of a veto of the Precept. This meeting will only be confirmed if the veto is used at 6 February meeting**
20 March 2023	Public Confidence Theme: Fairness and Belonging	<p>To understand how the Commissioner is providing oversight of the Fairness and Belonging Strategy including how the Commissioner is supporting progress towards achieving a more representative police force of the community it serves. This will refer to communications plan to support these objectives.</p> <p>To understand how the Commissioner is providing oversight of Stop and Search to meet the Police and Crime Plan objectives</p>	<p>Simon Foster, Police and Crime Commissioner</p> <p>Alethea Fuller, Deputy Chief Executive, Office of the Police and Crime Commissioner</p>	
20 March 2023	Public Confidence Theme: What does the data tell us?	To understand how the Commissioner analyses local public confidence data, including the proposed public attitudes survey, and how this information is used in his oversight of the Chief Constable and the delivery of his Police and Crime Plan	Simon Foster, Police and Crime Commissioner	

Date of Meeting	Item/ Topic	Aims and Objectives	Presenting	Additional Information
		To update the Panel on the Police and crime plan objective to work with WMP to develop a new methodology to measure and analyse public confidence and satisfaction.	**The Commissioner may identify additional attendees to support the presentation of this item**	
20 March 2023	Police and Crime Plan – Progress and Performance	To outline progress towards key objectives within the Police and Crime Plan	Simon Foster, Police and Crime Commissioner	

# Police and Crime Commissioner Annual Report 2020-2022

## Final Version

Date: 9 January 2023

Report of: The Police and Crime Commissioner Simon Foster

Report author: Alethea Fuller, Deputy Chief Executive, OPCC

### 1 Purpose

- 1.1 The Police and Crime Commissioner is required by the Police and Reform and Social Responsibility Act 2011 to produce an Annual Report which covers the 10-month period from 1 April 2021 – 31 March 2022 and is a report that sets out progress made during that period.
- 1.2 Publication of an annual report is a statutory requirement. Part 1, Chapter 3, Paragraph 12 of the Police Reform and Social Responsibility Act 2011 states:
- 1.3 ‘Each elected local policing body must produce a report (an ‘annual report’) on — (a) the exercise of the body’s functions in each financial year, and (b) the progress which has been made in the financial year in meeting the police and crime objectives in the body’s police and crime plan’.
- 1.4 Once agreed, the Police Reform and Social Responsibility Act 2011 also requires that the report is shared with the West Midlands Police and Crime Panel:
- 1.5 As soon as practicable after producing an annual report, the elected local policing body must send the report to the relevant police and crime panel.
- 1.6 The elected local policing body must attend before the panel at the public meeting arranged by the panel...to— (a) present the report to the panel, and (b) answer the panel’s questions on the report.
- 1.7 The elected local policing body must— (a) give the panel a response to any report or recommendations on the annual report...and (b) publish any such response’.
- 1.8 Finally, it is a statutory requirement to publish the annual report, and it is for the Commissioner to ‘determine the manner’ of publication. The annual report will be published on the Commissioner’s website, and promoted via social media, media releases, and the West Midlands Police intranet. There will be direct electronic dissemination to West Midlands MPs and councillors. A limited print run will enable copies to be sent to central libraries and partners across the West Midlands.
- 1.9 The purpose of this report is to present the Annual Report 2021-22 to the Panel for information.

- 1.10 The draft version of the Annual Report was shared with the Panel at the November meeting, giving members the opportunity to consult and make suggestions on the document in advance of publication. Comments were received by the OPCC, they were considered and have been incorporated into the final version. The published document is attached at Appendix 1.

## **2 Recommendation**

- 2.1 That the Panel receive and note the final version of the Police and Crime Commissioner's Annual Report 2020-2021.**

## **3 Finance Implications**

- 3.1 The annual report was designed and produced by the Police and Crime Commissioners Office therefore no external costs have been incurred in its preparation. Electronic dissemination incurs no additional costs. The cost of the limited print run will be met from within existing budgets.

## **4 Legal Implications**

- 4.1 The production of an annual report ensures compliance with the requirements of Part 1, Chapter 3, Paragraph 12 of the Police Reform and Social Responsibility Act 2011.

## **5 Equalities Implications**

- 5.1 The West Midlands Police and Crime Commissioner (PCC) sets the direction and the budget for West Midlands Police and is required by law to produce a Police and Crime Plan (PCP). The Annual Report sets out progress made against the plan within a specific time period. Equalities implications were considered as the foundation to the development of the Plan, which went through 6 stages of formal consultation, over a period of 6 months, with members of the public, key stakeholders and partners and was officially published on 1 November 2021.
- 5.2 The Plan was developed in consultation and responds to the issues that matter most to the public. It also reflects the views of partner organisations who are working together to deliver on shared outcomes and priorities that cannot be delivered by the police alone.
- 5.3 The consultation for the Plan has been in 6 parts. It started with a call for evidence. There was then a series of round table events on violence against women and girls and domestic abuse, violent crime, drug policy and neighbourhood policing, with a particular emphasis on anti-social behaviour and speeding. Together with West Midlands Police, we launched a public survey dedicated to the issue of women's safety and that was followed with a West Midlands wide policing and crime survey. We also commissioned a consultation that focused exclusively on the views of young people and finally, all of the 7 Community Safety Partnerships in the West Midlands completed a consultation

process. A briefing session was also held with the Police and Crime Panel, and an opportunity to provide feedback and comments into the process.

- 5.4 Across all 6 of these parts, there was an engagement of 4,622 responses. The Police and Crime Commissioner wanted to start work on drafting a Police and Crime Plan immediately as a consequence of having been elected for a 3-year term, rather than a 4-year term due to the pandemic. The Commissioner ensured that the consultation process has been as inclusive as possible and wanted it to be a true reflection of the diverse nature of the West Midlands.
- 5.5 We acknowledge the over-representation of white respondents over the age of 45 to our consultation process, particularly in the Police and Crime Survey. Engaging with under-represented communities is something that we wanted to address and ensured that this was something we did in other forms of consultation. This was done through the targeted youth consultation and the community consultation, where we engaged with a more specific demographic.
- 5.6 The plan is an ambitious vision for policing and the Criminal Justice System, that places modern approaches to preventing crime at its heart, with the aim of reducing the amount of violence, crime and anti-social behaviour in our communities, and it is split into six sections:
- West Midlands Police
  - Working in Partnership Locally
  - Police Collaboration
  - Civic Leadership and campaigning for change
  - Good governance, transparency, equality and public engagement
  - Funding, grants, resources, police precept and financial planning
- 5.7 Some of the commitments in this Plan are about the strategic direction that has been set for West Midlands Police, while others are about collaboration with partners, working together to improve the criminal justice system, increasing community safety, reducing violence and ensuring that victims of crime are supported and recover. The Plan also sets out objectives for police collaboration, the financial and other resources required to achieve the Plan's objectives and the issues that will be prioritised during the Commissioners term of office.
- 5.8 As public authorities, the PCC and West Midlands Police must (as set out in section 149 of the Equality Act 2010 ("the Act")) in exercising their functions, have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act.
  - Advance equality of opportunity between people who share a protected characteristic and those who do not.

- Foster good relations between people who share a protected characteristic and those who do not.
- The Act explains that having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to
- Remove or minimise disadvantages suffered by people due to their protected characteristics.
- Take steps to meet the needs of people from protected groups where these are different from the needs of other people.
- Encourage people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

5.9 The Annual Report evidences the work that has been undertaken to ensure that the Plan has been developed with the equalities impacts in mind throughout.

5.10 The PCC's vision is that the West Midlands is a safe and secure region for all.

## **6 Appendices**

6.1 Appendix 1 - Annual Report 2021-22. (A copy has been circulated to separately due to the file size of the document.)