

Monday 18 October 2021 at 2pm

Wolverhampton Civic Centre – Council Chamber

St Peter's Square, Wolverhampton WV1 1SH

Livestreamed at https://wolverhampton.public-i.tv/core/portal/webcast_interactive/608352

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More information about the Panel, including meeting papers and reports, can be found at www.westmidlandspcp.co.uk

AGENDA (times are approximate)

1	NOTICE OF RECORDING	1400
	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.	
2	APOLOGIES	
3	DECLARATIONS OF INTEREST (IF ANY)	
	Members are reminded that they must declare all relevant pecuniary interests and /or non-pecuniary interests relating to any items of business to be discussed at the meeting. If a pecuniary interest is declared a Member must take no part in the consideration or voting thereon, unless a dispensation has been obtained from the relevant Standards Committee. Any declarations will be recorded in the Minutes of the meeting.	
4	POLICE AND CRIME PANEL MEMBERSHIP 2021/2022	14:10
	To note appointment the appointment of Panel Member Cllr Suleman (Birmingham).	
5	MINUTES	
	To confirm the Minutes of the meeting held on 12 July 2021.	
6	PUBLIC QUESTION TIME	14:15
	To receive questions from members of the public notified to the Panel in advance of the meeting.	
	Any member of the public who lives, works or studies in the West Midlands (other than police officers and police staff) can ask a question at the meeting about the Panel's role and responsibilities. Questions must be submitted in writing 4 days before the meeting to wmpcp@birmingham.gov.uk	

Attached	7	WEST MIDLANDS POLICE AND CRIME PLAN 2021-25 – PANEL REVIEW OF DRAFT PLAN	14:30
		The Police and Crime Commissioner will present his draft Police and Crime Plan for 2021-25.	
		The Panel must review the draft Plan and make a report to the PCC. The PCC must consider the Panel's report prior to publication of the Plan.	
Attached	8	ESTATE STRATEGY UPDATE	15:45
		Report of the Police and Crime Commissioner	
Attached	9	KEY DECISIONS TAKEN BY THE POLICE AND CRIME COMMISSIONER	
		Decisions published by the Police and Crime Commissioner since the last Panel meeting are attached for consideration.	
Attached	10	PANEL WORK PROGRAMME 2021/2022	16:15
		To discuss the Panel's work programme	
	11	URGENT BUSINESS	
		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.	

MINUTES OF THE MEETING OF THE WEST MIDLANDS POLICE AND CRIME PANEL HELD ON 12 JULY 2021 14:00 HOURS – WOLVERHAMPTON CIVIC CENTRE

PRESENT: -

Cllr Paul Bradley – Dudley
Cllr Mick Brown – Birmingham
Cllr Yvonne Clements – Solihull
Cllr Daniel Gibbin - Solihull
Cllr Jasbir Jaspal – Wolverhampton
Cllr Richard Jones – Sandwell
Kristina Murphy - Independent Member
Cllr Waheed Rasab - Walsall
Cllr Suky Samra – Walsall

ALSO PRESENT: -

Simon Foster – West Midlands Police and Crime Commissioner
Jonathan Jardine –Chief Executive, OPCC
Mark Kenyon – Chief Finance Officer, OPCC
Kevin O’Keefe – Chief Executive Dudley MBC, Panel Lead Officer
Emma Williamson – Head of Scrutiny, Birmingham City Council
Sarah Fradgley– Panel Scrutiny Officer

587 ELECTION OF PANEL CHAIR 2021-2022

Nominations were invited by Emma Williamson for the position of Chair of the Police and Crime Panel. One candidate was nominated and following a vote by members present, it was: -

RESOLVED:-

That Councillor Suky Samra (Walsall) be appointed Chair of the West Midlands Police and Crime Panel for the period ending with the Panel Annual Meeting in 2022.

COUNCILLOR SUKY SAMRA IN THE CHAIR

588 ELECTION OF PANEL VICE-CHAIR 2021-2022

Nominations were invited by Cllr Samra for the position of Vice-Chair of the Police and Crime Panel. One candidate was nominated and following a vote by members present, it was: -

RESOLVED: -

That Kristina Murphy (Independent Co-opted Member) be appointed Vice-Chair of the West Midlands Police and Crime Panel for the period ending with the Panel Annual Meeting in 2022.

589 APOLOGIES

Apologies for non-attendance were received on behalf of Cllr Abdul Khan (Coventry) Cllr Rajbir Singh (Sandwell) and Lionel Walker.

590 DECLARATIONS OF INTEREST

None declared.

591 POLICE AND CRIME PANEL MEMBERSHIP

The Panel noted the appointments made to the Police and Crime Panel for 2021-2022 and was advised that the current vacancy for Birmingham City Council would to be reported to the next Panel meeting.

(See document No 1 – Panel Membership 2021- 2022)

RESOLVED: -

That the appointments to the Police and Crime Panel for 2021/2022 be noted.

592 APPOINTMENT OF INDEPENDENT CO-OPTED PANEL MEMBER 2022 - 2025

The Panel considered the report setting out the selection process undertaken and the interview panel recommendation that Lionel Walker be appointed as Independent Co-opted Panel Member for a three-year term.

RESOLVED: -

That Lionel Walker be appointed as Independent Co-opted Panel Member for a three-year term ending May 2025.

593 PANEL ARRANGEMENTS AND RULES OF PROCEDURE

The Panel was asked to note the Police and Crime Panel Arrangements and Rules of Procedure documents and invited to identify any areas for review. The Chair asked that the option to apply to the Secretary of State for a third independent co-opted member be explored (Panel Arrangements - paragraph 3.10).

(See document No. 2 - Panel Arrangements and Rules of Procedure)

RESOLVED: -

- i. That the content of the Panel Arrangements and Rule of Procedure documents be noted; and**
- ii. The Panel Office report to the next meeting on the process for applying to the Secretary of State to appoint a third independent co-opted member.**

594 MINUTES OF LAST MEETING

See document No. 3 – Minutes Police and Crime Panel 15 March 2021

RESOLVED: -

That the minutes of the meeting held on 15 March 2021 be confirmed as a correct record and signed by the Chair.

595 PUBLIC QUESTION TIME

No public questions had been submitted. The Chair commented that he was keen to explore why few questions were received.

The Chair welcomed Simon Foster West Midlands Police and Crime Commissioner to his first Panel meeting, also Jonathan Jardine, OPCC Chief Executive and Mark Kennedy Chief Finance Officer.

Simon Foster PCC was invited to address the Panel. The following points were made during his presentation and in response to range of questions from Panel Members:

Election commitments

The PCC outlined the key themes in his election manifesto which would shape his work: - justice, safety and security for the people of the West Midlands, crime prevention, rebuilding and strengthening community policing, tackling violent crime and combatting violence against woman and girls and domestic abuse.

He emphasised his commitment to be a ‘people’s commissioner’ through engaging, listening to and working with the people and communities of the West Midlands.

He also pledged to work with the wider criminal justice sector and as Chair of the West Midlands Criminal Justice Board and Regional Justice Board he would seek to facilitate collaboration to address the recent comments made by Sir Tom Windsor HMICFRS that there was currently a “defective and dysfunctional criminal justice service”.

Police and Crime Plan

The PCC set out his approach for consulting on the development of his new three-year Police and Crime Plan. He highlighted that an initial call for evidence had received 300+ responses. A series of roundtable events were planned, and a wider public consultation survey would be launched shortly.

The Panel urged the PCC to consider how the Plan outcomes and impact could be evidenced at the end of term.

Responding to a question as to how his consultation would engage with hard-to-reach groups and obtain views from those not using the internet/social media, the PCC spoke of his wish for his Plan to be truly accountable and participative and reflective of the communities across the West Midlands. He told the Panel that he continued to meet and speak with a wide range of individuals and organisations as he had done for two years prior to the election, this informal engagement complemented the formal public consultation methods.

The PCC was asked how his Plan would seek to manage the tension between proactive and reactive work in a challenging financial environment. He highlighted the importance of preventative early intervention and addressing underlying causes of violent crime and assured the panel that community policing would be strengthened through the Uplift Programme.

The PCC expressed his disappointment that the additional 1,200 Uplift officers amounted to 50% of the number of officers lost since 2010 as the uplift allocations were based on current police funding formula that disproportionately disadvantaged the West Midlands.

Responding to a question as to how the Plan would seek to address the issues of cybercrime and online fraud, the PCC stressed the importance of public education and awareness and the police had the skills, knowledge, and experience to detect and investigate such crime. He referred to the Online Crimes Bill that aimed to tighten regulation of the online space to be able to deal with online harm (financial, hate crime, exploitation).

Recent Activity

The PCC provided a summary of recent key decisions, activities and visits he had conducted. This included:

- The appointment of a new Strategic Policing and Crime Board to assist him to hold the Chief Constable and West Midlands Police service to account
- The appointment of two Assistant PCCs
- The appointment of a dedicated Victims Commissioner to lead victim services and champion the rights of victims.
- £1.4m investment for domestic abuse advocates, advice and support services.
- £200k investment to establish a Regional Hate Crime Victim Support Service
- Secured £680k safer streets investment (allocated to Birmingham and Coventry)
- Attending a number of community events and visits to different parts of policing to speak to police officers and staff about the challenges they face in keeping the region safe.

The PCC invited Panel Members to visit Lloyd House and offered to facilitate visits to see other parts of the police service and speak to officers to inform their understanding of the different areas of work. The Panel welcomed the invitation and suggested an opportunity to view the mobile technology officers use would also provide useful insight.

Trust and Confidence in Police

Responding to a question about how the PCC planned to address the decline in public confidence in WMP, including responding to historic cases such as the Birmingham Bombings and Milk Carton kids, the PCC highlighted that rebuilding and strengthen community policing was key to public trust and confidence and he supported the Fairness Belonging Plan work to improve trust and confidence, particularly in BME communities and improving representation in force. He wanted to see justice for victims and their families but did not wish to comment on ongoing criminal investigations.

The PCC acknowledged public concerns of 101 call handling and call handling times were a key performance indicator. 999 call target 90% should be answered in 10 seconds. However, there had been an increase in calls – now more 999 than 101 non-emergency – leading to answering times in April- June 83% took an average of 12 seconds.

The PCC confirmed his commitment to neighbourhood watch schemes, street watch schemes and faith groups, recognising their contribution to active community engagement to make neighbourhoods safer. He noted the wide range of work that Independent Advisory Groups and other community groups were doing.

Criminal Justice Service

The PCC referred to his professional background as a civil legal aid solicitor and his desire for a valued and efficient and effective justice system that placed victims at the forefront. He committed to use his position as chair of the Local Criminal Justice Board and chair of the Regional CJB (Staffordshire and Warwickshire) to convene the range of partner agencies to address issues including the court case backlog and the lack of justice of victims and survivors of rape and serious sexual offences. He wanted to also see WMP using all powers available to safeguard and protect victims including making sure police are using bail conditions and obtaining and enforcing orders placed on perpetrators.

Estate Strategy

The PCC advised that the 2020 comprehensive spending review made clear the Government was seeking further efficiencies within the police estate. The West Midlands faced a stark choice between investing in £20m+ repair and maintenance backlog for often underused, aged and poorly maintained community police stations or frontline policing. He noted the development of mobile technology that enhanced agile working and advised that no police or staff had raised any concerns with him. He was keen to extend co-location partnerships and it was suggested that empty retail units could be suitable high street locations. He undertook report back to the Panel on the outcome

of his review of the estate designated for disposal in-line with 5 tests set out in his manifesto: community support, operational policing need, value for taxpayer' money, necessary Government investment and a guarantee of no loss of front-line officers.

Office of Police and Crime Commissioner Costs

The Panel asked if there were plans to review the structure and cut costs of the Office of Police and Crime Commissioner. The OPCC Chief Executive explained that core office costs had reduced. However, additional costs were associated with delivering an expanded range of functions (commissioning, regional collaboration, partnership working, criminal justice board and the Violence Reduction Unit). He invited the Panel to see work of the OPCC. The OPCC Chief Finance Officer offered his continued support to Panel scrutiny of the budget.

RESOLVED: -

- i. **An October Panel meeting be scheduled to accommodate PCC timetable for publication of the West Midlands Police and Crime Plan:**
- ii. **The Police and Crime Commissioner report to a future meeting on his Estates Strategy review; and**
- iii. **Panel Officers liaise with the Office of the Police and Crime Commissioner to develop a programme of member visits and briefings.**

597 KEY DECISIONS TAKEN BY THE POLICE AND CRIME COMMISSIONER

See document No. 4 - Key Decisions Taken by the Police and Crime Commissioner.

RESOLVED: -

That the key decisions published by the PCC (and former PCC) since the last Panel meeting in March 2021 be noted.

598 MEETING DATES

RESOLVED: -

That the Police and Crime Panel meets on the following dates: -

Meetings to start at 14:00 hours. Business to determine whether held as formal in-person meetings or live streamed virtual meetings.

- 13 September 2021,
- October 2021 (Date TBC)
- 8 November 2021
- 10 January 2022
- 31 January 2022
- 14 February 2022 (Provisional)
- 14 March 2022

599 PANEL WORK PROGRAMME 2021/2022

The Panel considered the development of its work programme for 2021/2022 noting it would take into account the review of the draft West Midlands Police and Crime Plan and conclusion of the Panel inquiry into public confidence in the police.

The meeting ended at 15:40 hours

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Report of: The Secretary of the West Midland Police and Crime Panel

Date: 18 October 2021

Police and Crime Panel Review of the Police and Crime Plan 2021 - 2025

1. Introduction

- 1.1 This report sets out the legal basis for the Police and Crime Commissioner's obligation to prepare a Police and Crime Plan, and the responsibilities of the Police and Crime Panel to review the draft Plan and prepare a report with recommendations for the Police and Crime Commissioner to consider. The draft Police and Crime Plan for 2021-2025 is attached as an Appendix.

2. Recommendation

The Panel is asked to review the draft Police and Crime Plan 2021 - 2015 and prepare a report for the Police and Crime Commissioner.

3. Background

Obligations of the Police and Crime Commissioner

- 3.1 Police and Crime Commissioners are required under the Police Reform and Social Responsibility Act 2011 ("the Act") to issue a Police and Crime Plan setting out their priorities for their term of office. Plans can be issued at any time and variations can be made.
- 3.2 Section 7 of the Act states that the Plan must include:
- a. the Commissioner's police and crime objectives for the area;*
 - b. the policing of the police area which the chief officer of police is to provide; the financial and other resources which the Commissioner is to provide to the chief officer of police;*
 - c. the means by which the chief officer of police will report to the Commissioner on the chief officer's provision of policing;*
 - d. the means by which the chief officer of police's performance in providing policing will be measured; and*
 - e. the crime and disorder reduction grants which the Commissioner is to make, and the conditions (if any) of those grants.*
- 3.3 The Police and Crime Commissioner is required to send the draft plan to the Police and Crime Panel, have regard to any report or recommendations made by the Panel, respond to any such report or recommendation and publish such responses.

Obligations of the Police and Crime Panel

3.4 Section 28 (3) of the Act states that the Panel must:

- a. *review the draft plan or any draft variation to it*
- b. *make a report or recommendation on the draft plan or variations to the commissioner.*

4. Panel Report

The Panel report and the Police and Crime Commissioner's response to the report and any recommendations contained within it will be published on the Panel Webpage

www.westmidlandspcp.co.uk

Contact Officer

Emma Williamson

Head of Scrutiny Birmingham City Council

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Appendix 1: Draft West Midlands Police and Crime Plan 2021-2025

West Midlands Police and Crime Plan, 2021-2025

**This Police and Crime Plan
meets the requirements of
Section 5 of the Police Reform and
Social Responsibility Act 2011.
8 October 2021**

Foreword – Simon Foster

[essay, about a thousand words, which picks out the key themes in the Police and Crime Plan, picks out key objectives, provides an over-arching narrative]

TO FOLLOW

DRAFT

Summary

This Police and Crime Plan, which runs from 2021 to 2025, has six sections, building on the consultation that I started on the day I took office. I will make real my commitment to be a “People and Communities, Police and Crime Commissioner” so that the people of West Midlands are represented and that their voice is heard in the Plan.

Some of the commitments in this Plan are about the strategic direction I will set for West Midlands Police. Others are about how I will collaborate with partners, working together to improve the criminal justice system, increase community safety, reduce violence and ensure 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 I will prioritise during my term of office.

Section 1: West Midlands Police

Rebuilding Community Policing:

I will work with West Midlands Police to rebuild community policing, protect the number of PCSOs and support the Special Constabulary.

Community policing will be targeted in the areas where our communities need the most support.

I want to see community policing supported by more effective training and better career pathways.

There will be further development of the Force’s trauma informed responses as well as their approach to dealing with individuals presenting with mental health needs.

Preventing and Reducing Crime:

I will prioritise combatting violence by men against women and girls, as well as work with West Midlands Police to bring more domestic abuse and sexual offenders to justice.

West Midlands Police will have effective strategies for reducing violence and criminal exploitation.

Good policing can reduce the supply into the illicit drug economy. I will also continue to develop and support evidence-based, diversion, harm reduction and treatment approaches to illicit drug use so as to reduce the demand for illicit drugs.

I will work with West Midlands Police to prevent and to reduce burglary, robbery and vehicle crime.

I will aim to drive down business crime.

Increased confidence in West Midlands Police:

I will build on the Fairness and Belonging plan and ensure West Midlands Police is committed to advancing equality, diversity and inclusion. I want to see improved oversight of Stop and Search and police use of force. How we measure, analyse and improve public confidence in policing and public satisfaction with police services will get better.

Supporting the workforce, organisational change and new technology:

I will support the welfare and well-being of police officers and staff, including a robust Covid-19 recovery plan.

I will make West Midlands Police a greener and more environmentally sustainable Force.

I will support further organisational and technology change in West Midlands Police, while always placing ethics at the heart of technological reform.

Section 2: Working in Partnership Locally

I will engage positively and proactively with partners to address the challenges we face across the West Midlands. Together, we can improve the criminal justice system, increase community safety, reduce violence and ensure victims of crime are supported and recover. I will seek to integrate our work across these partnerships.

We will build on existing partnerships that make public transport safer, improve road travel safety and provide policing at Birmingham Airport.

Section 3: Police Collaboration

I will work with other Police and Crime Commissioners to ensure that there is an effective response to the threats, risks and operational policing requirements that West Midlands Police cannot address alone, including responding to terrorism and organised crime.

Section 4: Civic leadership and campaigning for change

I will utilise my role as Police and Crime Commissioner to influence public discourse and the direction of public policy on a range of issues. I will keep abreast of emerging matters over the course of my term, but outline several national issues where I am committed to challenging and holding to account central government and governing bodies.

Section 5: Good governance, transparency, equality and public engagement

I will adhere to the highest standards of good governance and transparency, thereby better serving the public. I will maintain good governance practices, including ensuring effective audit of our organisation, compliance with the public sector equality duty, human rights and ensuring we respond to Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).

I will achieve effective engagement with the public through the Strategic Policing and Crime Board. I am committed to ensuring that engaging with, listening to and working with the people and communities of the West Midlands will always be at the forefront of the role. I will maintain consistent dialogue with Police Federation, trade unions and staff associations, as well as including lived experiences of individuals at the heart of our policies.

Section 6: Funding, grants, resources, police precept and financial planning

This plan sets out the resources I will make available to the Chief Constable and how they will be managed. In 2021/22 the overall revenue budget for policing the West Midlands is £641m. This is funded from £515m of police grant and the £126m of council tax. I will continue to lobby government

to ensure that West Midlands Police receives a level of funding that reflects the needs of policing in the region.

DRAFT

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DRAFT

Introduction

As your democratically elected and directly accountable Police and Crime Commissioner, I have a mandate to speak for you and hold West Midlands Police to account. The extensive consultation process that we carried out with the people of the West Midlands made clear you want to see West Midlands Police grow, with more officers based in communities. I will increase the size of West Midlands Police by at least 1,200 officers compared to where it was in 2019. Even with this growth, the Force will still be a thousand officers smaller than it was in 2010, as a consequence of central government defunding of our police service and the unfair way national police funding is shared out across the country.

My objectives are to prevent and to reduce crime and to ensure the police service is effective and efficient.

I also want to see community priorities in the West Midlands met and continue to improve local relationships through a relentless focus on the building of trust and confidence in policing.

Rebuilding community policing

I will rebuild community policing in the West Midlands. The election and consultation showed that you want preventative, proactive, problem solving and visible local policing. Investing in community policing solves local problems, prevents crime and ultimately reduces demand on the rest of policing. Less crime means fewer victims. I will grow West Midlands Police by at least 1,200 officers – although, based on current projections, it will still be a thousand officers smaller than it was in 2010.

This growth, combined with recruitment arising from efficiency savings, creates the opportunity to assign more officers to community policing duties that prevent crime rather than responding to it afterwards. I will work with the Chief Constable to agree how the later years of the Uplift and future recruitment will be allocated to community policing. I want to see community policing grow by 450 officers.

Police Community Support Officers (PCSOs) provide a vital link between policing and the public and their numbers will be protected.

Special Constables are unpaid police officer volunteers. They are an important part of policing, particularly local policing. Volunteering as a Special can be a route to becoming a full-time police officer, but it can also be a way for members of the public to make a long-term volunteer commitment to their community. There are currently too few Special Constables in the West Midlands. I want to see the Special Constabulary grow, but in a way that properly integrates and supports our Specials so they can make a genuine contribution to all aspects of policing, including areas that require specialist skills and experience. To be effective and make service rewarding, Specials need to be properly trained, equipped and tasked.

Community police officers are problem solvers, and support communities to work together to tackle some of society's most persistent challenges. The breadth of skills and expertise required for community policing is less easy to articulate, to test for and to recognise, than in some other areas of policing. The opportunities for career development can be less clear in community policing roles. I will work with the Chief Constable to ensure that community police officers and PCSOs get proper training and career development equivalent to other specialist teams within policing.

A key part of community policing involves close working between West Midlands Police and the education sector. There will be closer working between the West Midlands Police and schools, Pupil Referral Units and alternative provision.

Community policing brings officers into contact with people who have mental health needs and who are facing mental health crisis. West Midlands Police has become much better at responding to people with mental health needs. It is critical that support for people facing a mental health crisis is led by the NHS, not the police, for example. I will continue to look for improvements in how the Force works with partners, to support and understand the needs of people in these circumstances. Additionally, I will work with West Midlands Police to ensure that officers receive sufficient training to equip them to understand the challenges neuro-diverse people can experience, and develop the skills to appropriately support vulnerable adults and victims of domestic abuse, coercive control and sexual assault.

Our community policing should be focused on the areas with the greatest need, specifically the “Impact Areas” across West Midlands Police where our communities need the most support. New technologies allow us to better understand how community policing is working on the ground and the effect it is having. I will expect to see the investment in community policing lead to reductions in the fear of crime, crime and anti-social behaviour and the total amount of harm caused by crime in Impact Areas. Public engagement with policing should grow fastest in the Impact Areas.

How we will measure success/targets:

- Meet or exceed the Police Officer Uplift target of 1,200 new Police Officers
- By doing so, total number of Police Officers in the West Midlands will increase to over 8,000
- Monitor the numbers and reasons why Police Officers leave West Midlands Police and put in place action plans, where required, to ensure we support and retain our Police Officers
- Utilising the Police Officer Uplift target, we will increase the number of neighbourhood Police Officers by 450
- Increase the amount of time Police Officers spend in local areas, in particular within the 19 Impact Areas
- Support and maintain the 480 PCSOs within the West Midlands
- Increase the number of Special Constables along with the proportion who complete 16 hours per month
- Increase the number of residents signed up to West Midlands Police’s WMNow community messaging system, in particular those residents who live within an Impact Area
- Work to reduce the levels of harm seen within Impact Areas in terms of severity of crime
- Monitor the estimates for perceived high levels of anti-social behaviour and the percentage of respondents saying that the police and local council are dealing with the anti-social behaviour and crime issues that matter in the local area from the Crime Survey for England and Wales (CSEW) – We will use these estimates to inform action locally.
- Monitor the number and rates of anti-social behaviour incidents reported to the police, targeting resource as required through Community Safety Partnerships

Preventing and reducing crime

I expect West Midlands Police to prevent and reduce crime. Police have a key role in partnership with others in preventing crime, through proactive local problem solving, information sharing and reducing reoffending. Police are key in the detection and investigation of crime and importantly in bringing those responsible to justice.

Violence Against Women and Girls (VAWG)

Combatting violence against women and girls and domestic abuse is a priority. This reflects the pledge that I made in my Manifesto, the strong response from the community on this issue, via the consultation and has been acknowledged nationally. Women and girls in our community are at disproportionate risk of a wide range of crimes. This is unacceptable and it will not be tolerated.

A number of crimes are predominantly perpetrated by men against women and girls: domestic abuse; stalking and harassment; rape and other sexual offences, including adult sexual exploitation and sex work; child sexual abuse and exploitation; Honour-Based Abuse (HBA); violence against women in the drug economy; Female Genital Mutilation (FGM) and Forced Marriage (FM). I will monitor, keep under review and hold the force to account for its response to these types of crime and have regard to other forms of VAWG.

These harms are driven by societal attitudes rooted in gender inequality, male dominance and the misuse of power. Gender inequality, discrimination, and harmful gender norms and attitudes need to be addressed across society and within all workplaces, including but not limited to the police. Cycles of domestic abuse and violence need to be broken.

Issues of consent and of healthy relationships need to be promoted within our education system, and I will work with our violence reduction unit to support schools to deliver a PHSE curriculum that is fit for our time. I will support public activity to positively influence male attitudes.

I am committed to ensuring any victim of violence and abuse can access support, regardless of their gender, ethnicity or other protected characteristic. Protection for male victims should be included in work to reduce violence against women and girls. Research shows sexuality can be a further risk factor in relation to interpersonal abuse; with Lesbian, Gay, Bi, Transgender plus (LGBT+) individuals often at a higher risk than the heterosexual male population, and this too, is something we need to ensure our police help to prevent, and ensure they investigate effectively.

I am committed to working with partners to prevent these crimes and respond to them effectively when they take place, and together we will develop an "Ending Male Violence Against Women and Girls Alliance". West Midlands Police has a key role, and I will work with the Force to make sure they use all of the powers available to them to safeguard victims and survivors and ensure that perpetrators are held to account.

I will work with West Midlands Police to:

- Improve the training and awareness for new and existing officers on violence against women and girls and domestic abuse, to ensure a consistent high-quality response, incorporating feedback from victims;
- Extend the use of independent advocates such as Independent Domestic Violence Advocates' and Independent Sexual Violence Advisors and increase the number of these advocates with specialist training, for example to support LGBT+ victims;
- Ensure police impose bail conditions on alleged perpetrators of domestic abuse

- Press for imposition of available protection orders and notice, such as Domestic Violence Protection Notices and Orders, restraining and non-molestation orders, Forced Marriage Protection Orders and Female Genital Mutilation Orders, ensuring breaches are dealt with proportionately, including use of powers of arrest
- Support the use of robust domestic abuse perpetrator programmes to challenge and change behaviour;
- Champion a change in legislation to record misogyny as a hate crime, as recommended by Citizens UK;
- Ensure good policing plays its part in reducing vulnerability in the night-time economy;
- Increase the proportion of all VAWG crimes where an offender is brought to justice;
- Ensure that officers understand, identify, but never take advantage of vulnerability.

How we will measure success/targets:

- Reduce the number of outstanding suspects for Domestic Abuse offences awaiting investigation
- Reduce the repeat rates for Domestic Abuse offences, both in terms of repeat offenders and victims.
- Reduce the length of time Rape investigations take within West Midlands Police
- Reduce the proportion of DA cases where the suspect is released under investigation rather than being bailed with conditions
- Increase the proportion of breaches (DVP notices; non-molestation orders) which result in an arrest
- Increase the number of Domestic Abuse offenders which are managed through IOM/Probation
- Monitor the number of reports via the National Referral Mechanism which relate to Modern Slavery and work to build a more accurate picture of Modern Slavery within the West Midlands

Violent crime

West Midlands Police has a key role in responding to and investigating violence and protecting the public. An effective and legitimate policing response to violence is key. I will ensure West Midlands Police has a long-term violence reduction strategy that, together with its responsibilities for investigation, detection and enforcement, adopts a public health and child-centred approach to preventing violence and exploitation.

Policing should have regard to the Children Act 2004 and the UN Convention on the Rights of the Child. I will seek to increase the legitimacy of police action to reduce violence and will encourage the wider adoption of principles that see communities help design proactive police action.

I will ensure that West Midlands Police plays an effective role in the partnership work of the Violence Reduction Unit.

Bringing offenders to justice

Targets to increase the number of people charged with offences or summonsed to court have to be handled carefully. They can lead to perverse incentives and “gaming” behaviour. West Midlands Police should investigate crimes effectively and efficiently, demonstrating that they are prioritising the

most vulnerable victims and the most dangerous offenders. For some offences, notably Domestic Abuse and Rape and Serious Sexual Offences (RASSO), it is essential that there is improvement in the effectiveness and efficiency of investigations and support for victims, so that more offenders are charged. Our participation in the national “Project Soteria” will add to this effort.

Improving the response for victims requires action across the criminal justice system. In cases of Domestic Abuse and RASSO, where attrition is particularly high, a more sustained effort is needed. I will ensure West Midlands Police play its part via increased “outcome rates”, meaning that the percentage of recorded cases that lead to a charge or some other positive outcome should increase. I want to see fewer instances where evidential problems prevent a charge being brought, and fewer instances where cases are discontinued because the victim does not support a prosecution.

How we will measure success/targets:

- Identify the reasons for and ultimately reduce the number of investigations which are discontinued due to insufficient evidence where the victim supports police action (Outcome 15) and where victims feel unable to support police action (Outcome 16)
- Increase the positive outcome rates for Domestic Abuse, Rape, and Stalking and Harassment offences above levels where they have typically been historically:
 - Domestic Abuse > 6%
 - Rape > 5%
 - Stalking and Harassment > 8%

Reducing the harm caused by illicit drugs

In order to reduce the crime, cost and harm associated with illicit drugs, I will expect to see effective and robust crime investigation, detection and enforcement against those criminal producers, suppliers and dealers of drugs who are intent on causing harm and violence towards others, particularly in relation to criminal exploitation of the vulnerable and County Lines. I will oversee an enhanced approach to the seizure of criminal assets.

I will work to ensure that the policing of illicit drugs is proportionate for all groups in society, particularly in relation to the use of Stop and Search powers.

I will work to ensure that low level drug offenders, including young people and those suffering with chronic addiction, are diverted towards treatment and harm prevention where appropriate. This will include greater use of Out of Court Disposals and Community Sentence Treatment Requirements. I will continue to support the work that has emerged from the regional Heroin and Crack Action Areas programme. I will monitor disproportionality in the use of diversion.

I will support wider use of the lifesaving Naloxone to help reverse opioid overdoses, drug testing in the night-time economy and drug early warning programmes. I will continue to explore and deliver evidence-based, harm reduction approaches to drug policy, aiming to engage people who are not well served by current provision, yet whose drug use can have a particularly high impact on communities and their own health. Additionally, we need a fuller understanding of “chemsex” and “plugging”, and to identify ways to reduce the risk and harm posed by the use of substances and the risk of sexual assault and abuse. I will promote wider understanding of the harms associated with drugs and the drug economy.

How we will measure success/targets:

- Monitor the number of drug trafficking offences recorded by West Midlands Police, directing resource appropriately to tackle supply
- Monitor the number of reports via the National Referral Mechanism which are flagged as County Lines related
- Increase/improve disruption activity by West Midlands Police as part of pro-active drug supply investigations
- Monitor the number of drug related deaths in West Midlands, acting accordingly where there are significant increases
- Increase the number of suspect/offenders in custody being referred into drug treatment where a need is identified
- Monitor disproportionality in the use of diversion
- Increase the use of Out of Court Disposals for low level drug offences, such as those given via the DIVERT programme

Alcohol related harm

A safe and successful night-time economy, with well-managed premises working in partnership with the police, reduces the risk of drug and alcohol related harm and exploitation. There is a good working relationship between West Midlands Police, licensed premises and Business Improvement Districts, and I wish to see this continue and improve, identifying and responding to the challenges that exist. I will keep under review disproportionality in the regime for licensed premises and events.

Wider use of Safe Spaces, building on the success of the current initiative in the Arcadian in Birmingham, and on trials this year in Coventry and in Wolverhampton, would reduce harm, opportunities for exploitation and demand on emergency services. I will look to see what role improved partnership working can play in making the night-time economy safer.

I will look to encourage appropriate use of Out-of-Court Disposals for offending related to alcohol, where these can better address an individual's reasons for offending. I will monitor the use of "sobriety tags" for non-dependent offenders where alcohol was a factor.

I will ensure that West Midlands Police is engaging appropriately and proportionately with local authority licensing and planning processes as they affect policing of the night-time economy.

Reducing acquisitive crime

I expect West Midlands Police to reduce burglary, robbery, theft and vehicle crime.

How we will measure success/targets:

- Reduce the numbers of neighbourhood crimes (residential burglary, robbery of personal property, theft from the person and vehicle theft) committed within the West Midlands, achieving reductions on the numbers/rates seen in 2019/20 for:
 - Residential burglary
 - Robbery of personal property
 - Theft from the person
 - Theft, or unauthorised taking, of a motor vehicle

Reducing cybercrime and fraud

There were twice as many fraud and computer misuse offences in England and Wales last year than the number of thefts, burglaries and robberies combined. We must improve the collective response to fraud and cyber-crime, including our support for victims.

I will continue to increase awareness of cybercrime and fraud, and the steps we can all take to protect ourselves. I have already commissioned awareness raising for school children on the dangers of becoming a “money mule”. I will commission further activity. I will focus on supporting businesses to defend themselves against fraud and cyber-attacks. We will develop a network of “cyber champions” with the Federation of Small Businesses, focusing on employee training. I will work with the West Midlands Cyber Resilience Centre to implement schemes across the wider region.

Defeating fraud and cyber-crime in the West Midlands requires a partnership response. I will continue to support the West Midlands Fraud Board, which includes Trading Standards, the Midlands Fraud Forum, West Midlands Police, the Crown Prosecution Service, Cifas, UK Finance, the Association of Police and Crime Commissioners and the City of London Police. I will continue to work through this board towards a clearer and more joined up approach to addressing fraud.

I will work to see a better national approach to fraud. Building on Birmingham City University’s report “Tackling Fraud in the UK: Successes Shortfalls and Strategies for Improvement”, I will work to see its recommendations implemented. Governance of this national collaboration needs to improve, along with more research into both the criminal economy associated with fraud and effective fraud prevention. I see potential to develop a public health approach to fraud prevention.

How we will measure success/targets:
<ul style="list-style-type: none">• Monitor victims of fraud within the West Midlands as reported by Action Fraud, identifying emerging areas or victims who are at particular risk of fraud.• Where a fraud report is forwarded on by Action Fraud to West Midlands Police for investigation, I will monitor outcomes and ensure West Midlands Police are compliant with the City of London Police returns process.• Expand West Midlands Police’s victim satisfaction surveys to include victims of fraud and work to build a clearer picture of fraud within the West Midlands• Monitor intelligence shared by partner agencies, such as CIFAS, and ensure insights are factored in to the picture of fraud within the West Midlands

Reducing business crime

Crime costs UK business £9 billion a year, and the response must address the financial, emotional and the physical harms these crimes impose on businesses and their staff.

Even though recorded shoplifting is increasing, a recent survey found that a fifth of businesses do not report this crime. Online reporting tools can help, and the West Midlands Police Business Crime Coordinator has an important role to play. I will work to increase the confidence of businesses to report crime. Given likely underreporting, I will monitor the incidence of burglaries, robberies, shoplifting, and “bilking” (theft of petrol / diesel), and look to ensure that West Midlands Police is taking sufficient steps to detain those suspected of serious acquisitive crimes.

Many crimes against businesses are a product of illicit drug addiction. The Offender to Rehab programme targets drug addicted prolific offenders and reduces retail crime. To date it has prevented

£1,000,000 worth of retail crime in Birmingham and stopped £350,000 being spent on drugs. Further evaluation is required, and I hope its use will spread; the resources to expand its use should not come from police budgets.

I will continue to support efforts to make assaults on shopworkers, other business employees and service providers, including taxi drivers, an aggravated offence, and will continue to review the incidence of assaults on these workers.

Small businesses are a key part of their community. I will ensure they are invited to become a part of our local stakeholder networks, and that we support communities, schools and local business to work together to reduce violence and other crime.

How we will measure success/targets:

- Monitor recorded business crime, using the insights to direct resources where needed and engage with businesses to reduce the risk of crime for:
 - Burglary
 - Robbery
 - Bilking
 - Theft from shops and stalls
- Monitor assaults on retail and other workers recorded by West Midlands Police, assessing when peak periods of assaults occur and taking action if there are significant increases
- Reduce the number of outstanding suspects for serious acquisitive crimes awaiting investigation

Increased confidence in West Midlands Police

Everyone in the West Midlands should be confident that West Midlands Police acts fairly and lawfully, and in a just and proportionate way. If people have confidence in the police, they are more likely to act to help make their community safe, report crimes, and come forward to support investigations.

The Fairness and Belonging programme is a strategy to understand and address disproportionality and the part policing can play to tackle any structural racism, whether in policing, the criminal justice system or wider society.

A police force that represents the best of the West Midlands

The public need to see that West Midlands Police is taking active steps to become more like the public it serves, and thereby accessing all the available talent and experience. Everyone should feel able to try to seize the opportunity presented by a career in policing.

The National Uplift Programme, while not large enough to make up for the officers we lost during austerity, is a significant opportunity to make West Midlands Police more open to applicants who would not have applied previously.

Simply hiring a wider range of officers is not enough; we need to ensure that the new, more diverse intake experience the workplace in a way that makes them want to continue to serve, and can advance fairly through the ranks and into specialisms disproportionately the preserve of white, male officers.

How we will measure success/targets:

- Utilising the Police Officer Uplift target, we will increase the number of Black, Asian and Minority Ethnic Police Officers by 1,000
- Monitor disproportionality within the West Midlands Police Force, with a view to increase the representativeness of the force across the following:
 - Workforce
 - Recruitment
 - Retention
 - Progression

Fairness and Belonging Programme

I will build on the Fairness and Belonging Programme, which launched in 2020. It takes a broad, end-to-end approach to every part of policing where disproportionality can be an issue, including a review of previous reports and inquiries. The programme needs to become more outward facing, engaging the public and key stakeholders in shaping the work that is underway.

Citizens Charter

I will support West Midlands Police to deliver the “Service Standards and Citizens Charter”. The Citizens Charter will be implemented during 2021 and provides clarity on what the public, victims of crime and businesses can expect from the Force. The Citizens Charter pledges West Midlands Police to treat the public with dignity, respect, kindness, care, honesty and fairness. I expect West Midlands Police to comply with the Charter’s requirements and for it to be evaluated.

Understanding, measuring and improving public confidence in policing and satisfaction with service

In the West Midlands, as in other areas of the country, public confidence in policing has declined. The reasons for this decline are complex. However, the data that West Midlands Police holds on local perceptions of the Force and the experiences of people who make calls for service is not complete, and suggests variable quality of service.

West Midlands Police need to improve how it monitors and understands wider public confidence in policing and the satisfaction of people who interact with its services. I will work with the Force to develop how it measures, analyses and improves public confidence and satisfaction, particularly for victims who have reported a crime to police.

How we will measure success/targets:

- Monitor victim satisfaction with West Midlands Police, in particular for victims of Domestic Abuse offences, and commit to understanding the ways in which satisfaction can be improved
- Monitor the estimates of overall confidence in local police from the Crime Survey for England and Wales (CSEW) – We will use these estimates to inform action locally
- Work to build a clearer picture of public confidence in policing within the West Midlands

Public Sector Equality Duty and Human Rights

I will work with West Midlands Police and other partners to eliminate unlawful discrimination, victimisation and harassment, advance equality of opportunity and foster good relations so that all are treated lawfully, fairly and respectfully. I will support wider and systematic use of Equality Impact Assessments by West Midlands Police to inform decision-making.

I will ensure that recruitment within the OPCC, appointment of Board members and recruitment of volunteers and other contractors shall be designed to attract and appoint a diverse range of people reflecting the West Midlands.

I will engage with a full and independent assessment of my governance structures in order to achieve the Karl George Race Equality Code accreditation.

I will keep the gender and ethnicity pay gap within the OPCC and within West Midlands Police under review, and take steps to ensure it is eliminated.

I will always comply with the provisions of the European Convention on Human Rights as incorporated into our domestic law by the Human Rights Act 1998. I will always ensure that, as far as possible, the police and other public bodies performing public functions that I have dealings with, have regard to and comply with their legal obligations in accordance with the Human Rights Act 1998.

Stop and Search

Police stop and search powers come in several forms, and all require monitoring and oversight. Stop and search can be an appropriate and necessary tool to detect and investigate crime and remove weapons from our streets.

The power to detain and search someone is intrusive but, when improperly used, it can damage confidence in policing, particularly for Black, Asian and young people. Damage to public trust is harmful in its own right, but it makes people less likely to come forward with information about crime or work with the police to address issues in their area. There are also questions about the effectiveness of police stop and search; a report in 2020 by the Youth Violence Commission concluded that “the most recent and robust research suggests that Stop and Search is of limited use in reducing rates of violent crime”.

West Midlands Police and the Office of the Police and Crime Commissioner (OPCC) have worked together to improve the use and oversight of stop and Search. Overall stops and searches have fallen, but the percentage of searches that yield a result has radically increased. Disproportionality, that is the extent to which Black and Asian people are more likely to be stopped and searched than White people, has declined, but is still significant. Active community-led scrutiny panels review stop and search reports and view Body Worn Video footage.

More needs to be done. Some stop and search powers require a police officer to have “reasonable grounds” for believing that someone is carrying a weapon, for example, or in possession of illegal drugs. Yet despite this, the current “positive outcome rate” for these searches, that is where something is found or some action follows from the search, is only about 25%-30%. Although this figure compares well nationally, it is still a cause for concern and needs to be improved. In everyday language, a “reasonable” belief that something will happen is that it will take place at least half of the time. In other words, it is more likely than not that it will happen. Thus, if searches are only leading to an action in about a quarter of cases, then it is legitimate to ask if the “reasonable grounds” threshold for a lawful search has been met in connection with many of the searches that take place. If searches are based on a reasonable expectation of finding something or some other action

following, then at least half would need to generate a positive outcome. This is not the case. I will work with West Midlands Police to analyse why well over 50% of searches lead to no further action, so as to understand and explain publicly how the “reasonable grounds” test is being interpreted.

Further to this, stops and searches need to focus on what causes the most harm, particularly people carrying weapons and the prevention of violent crime. The proportion of “reasonable grounds” stops and searches aimed at finding weapons and therefore the prevention of violent crime should increase, and there should be increased use of “knife wands” that reduce the intrusiveness of a search.

The existing programme of oversight will also develop further, with a refresh of the joint West Midlands Police and OPCC plan. The recording of the use of Section 163 Road Traffic Powers should go beyond the current pilot phase and become routine. I will continue to monitor use of Section 60 powers, which do not require “reasonable grounds” for each search, to understand their effectiveness in reducing violence, and I will work with the Chief Constable to maintain a higher level of authorisation for their use, as well as an appropriate level of communication with the public about when and where authorisations are in place. I want to see it become easier for members of the public, who have been stopped and searched, to access their search records, and will review our approach to publishing information about stop and search use more generally.

I will provide more oversight to the use of strip search powers. I will look to ensure that use of stop and search powers correlates to the locations where relevant crime rates are higher, such as in the high priority “Impact Areas”. I will want to ensure that where a search yields a positive outcome, officers are appropriately using “Out of Court Disposals” that divert people committing low level offences away from the criminal justice system and unnecessary criminalisation. I will look to renew appropriate oversight of the use of “Schedule 7” and related detention powers, potentially via the Counter Terrorism Independent Advisory Group. I will give close oversight to the use of stop and search powers arising from the use of new Serious Violence Reduction Orders, and the proposed powers associated with policing protests.

I will work with West Midlands Police to communicate our work on stop and search to wide audiences.

Building on previous work, I will also expect to see:

- Continued high levels of body worn video recording of stops and searches as well as increased attention on those who consistently do not use body worn video without good reason
- Reductions in and greater analysis of ethnic disproportionality
- More positive outcomes where the outcome is connected to the objective of the search
- Greater use of “intelligence led” and “evidence based” searches
- Compliance with professional practice concerning such matters as the gender of the searching officer and the person being searched
- Oversight of stops involving children
- Monitoring of complaints relating to stop and search
- Oversight of repeat stops, where the same person is stopped on more than one occasion
- Search records being generated contemporaneously, rather than retrospectively

Police use of force

Appropriate, proportionate and lawful use of force is inevitably part of policing, as Officers secure compliance in the exercise of their powers. In order to maintain public confidence, there needs to be

oversight of police use of force. We will build on the existing recording and oversight mechanisms, paying particular attention to patterns of disproportionality and use of Body Worn Video.

How we will measure success/targets:

- Establish consistent recording and monitoring of S163 traffic stops
- Increase the positive outcome rate for Stops and Searches to no less than 50%
- Monitor the use of Stops and Searches under Section 60, ensuring that they are used only when absolutely necessary
- Ensure that the use of body-worn video during Stops and Searches and Use of Force remains at the same level or higher
- Reduce the disproportionality of who is stopped as part of Stops and Searches and for individuals being subjected to Use of Force
- Monitor where injuries occur as part of Use of Force, ensuring that cases where serious injury occur are reviewed and action taken where necessary

West Midlands Police Cadets and Junior PCSOs

West Midlands Police Cadets are a success story. The scheme fosters self-confidence and community engagement with policing, and gives children and young people valuable skills and experience. The Cadets are a diverse and representative cross-section of our society, and some will be our police officers of the future.

The number of cadets will continue to grow. I will review the cadets programme in 2022, in the expectation that the capacity of the scheme will grow to 750 across the West Midlands. I will look to see growth in the number of community volunteers supporting cadet units.

Junior PSCO schemes in primary schools help educate children about the dangers of drugs and gangs, grooming and how to stay safe online, plus anti-social behaviour and respect for their community. I will be working with West Midlands Police to further develop Junior PSCO schemes.

How we will measure success/targets:

- Increase the capacity of the cadet scheme so that more young people can join
- Increase the number of community volunteers in cadet units

Accurate crime recording and confidence to report under-reported crimes

When a crime is committed, it is important to ensure that victims of crime receive the service they expect and are entitled to. The National Crime Recording Standard states that police forces should have a crime recording system which is: consistently applied, delivers accurate statistics that are trusted by the public and puts the needs of victims at its core. I will work with the Force to ensure these standards are met, thereby giving the public confidence that all crimes, including those often not reported, will be dealt with appropriately.

West Midlands Police has implemented two new IT systems to improve its handling of calls for service, crime recording and case management. I will monitor use of these new systems to ensure they achieve crime recording data integrity and that victims and witnesses receive the service they expect

and are entitled to. Improved recording practice and greater public awareness are at least in part responsible for the increases in recorded domestic abuse, stalking, harassment and hate crime. Forthcoming external inspections will offer evidence of the progress that has been made.

Complaints and misconduct processes that everyone can trust

The public has the right to expect the highest standards from police officers and police staff. A very small number of individuals' conduct falls below these standards, crossing the threshold into corruption, abuse of their powers and illegality. I will work with the Chief Constable to identify and respond robustly when things go wrong, and also look for trends in complaints. I will monitor the efficiency and the effectiveness of the professional standards department. I want to see:

- Vetting, personnel review processes, and proactive professional standards approaches that identify risk, including corruption and harmful behaviors
- A joined-up process that ensures concerns expressed by policing colleagues are taken seriously
- Particular attention to the threat posed by officers and staff who abuse their position of authority for sexual gain
- Complaints dealt with more quickly
- A focus on complaints concerning discrimination and sexual misconduct
- Reports on every investigation that exceeds 12 months
- A protocol that allows complainants to see Body Worn Video footage where appropriate
- Regular dip sampling of complaints and misconduct cases
- A high quality, timely complaints review process
- Diverse, high quality and well trained legally qualified chairs and independent members sitting on police misconduct hearings

In a small number of cases, Officers use their position of trust to break the law. In these cases, I will apply the Police Pension Regulations and have due regard to pension forfeiture powers, for instance where officers commit serious offences in connection with their service. I will use this power lawfully and in accordance with the Regulations.

How we will measure success/targets:
<ul style="list-style-type: none">• Monitor the number of complaints which West Midlands Police receive and reduce the length of time taken to investigate complaints• Increase the use of reflective practice within West Midlands Police• Monitor the service recovery satisfaction for victims and members of the public who have submitted a complaint

Data Ethics Committee

New technology and data analytics are a growing part of how the police tackle crime. It is vital that the technology is accurate, does not exacerbate biases in policing and helps prevent crime.

The OPCC and West Midlands Police have pioneered a data ethics committee to provide independent and detailed advice on artificial intelligence and data science, including a national data analytics project. I will work with West Midlands Police and other law enforcement agencies to establish a national institute for ethics in policing technology, engaging with the Association of Police and Crime Commissioners, the National Police Chiefs' Council and others.

Access to Police Services

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. We should not allow speed of response to become the only measure for quality of service and I am concerned that government seems to be moving in this direction. I will keep under review the accessibility of the 999, 101 and LiveChat services, and the timeliness of the Force’s response to calls for service. I will hold West Midlands Police to account against its Service Standards.

How we will measure success/targets:
<ul style="list-style-type: none">• Ensure that West Midlands Police answer 999 and 101 calls within the timescales stated in the Citizens Charter• Where Police Officers need to attend an incident (Priority 1 and Priority 2), ensure that they arrive within the timescales stated in the Citizens Charter

Supporting the workforce, organisational change and new technology

The welfare of officers and staff

I recognise that working in policing can be stressful and traumatic. The instances of mental ill-health and stress-related illnesses leading to absence is too high among police officers and staff, and has been increasing.

I will work with West Midlands Police to ensure that welfare support for officers and staff is effective and is being accessed, and will ensure that the organisation takes practical steps to become more trauma informed. Officers can be subject to violent assaults, and we need to ensure they are appropriately trained, supported and protected. I want to see those who attack the police and other emergency workers brought to justice, and face stiffer sentences.

I will aim to ensure that the Police Covenant is enacted fully.

The requirements of some policing roles, coupled to the stresses associated with policing and shift work, can make balancing family and work difficult. I will look to support a programme that aims to make West Midlands Police the country’s most family friendly Force.

Employees with disabilities, including those with “hidden” or “invisible” disabilities such as autism and other neurodiverse conditions, often feel the least satisfied and valued at work. I want to see West Midlands Police offer those officers and staff with disabilities appropriate support and reasonable adjustments, and comply with the requirements of the Equality Act 2010, so as to fully benefit from their skills and talents.

Performance management of officer and staff

West Midlands Police can improve its approach to performance management, from frontline personnel to the most senior leaders, so as to get the best from officers and staff and provide a positive and rewarding working environment. Training and development plans should be in place for all officers and staff, with appropriate identification of and responsiveness to poor performance, and recognition and nurturing for the most able so they can progress and develop.

The public expects poor performance in policing to be addressed, not ignored, before it escalates to misconduct or criminal activity. I will expect West Midlands Police to show that where poor performance cannot be remedied by support, training and development, officers and staff leave the organisation rather than being allowed to continue in role or shift around the organisation.

Training and accreditation for officers and staff was affected by the pandemic, and I will monitor recovery in this area.

Overall, I will expect West Midlands Police to deliver a comprehensive people strategy that will enable the police officer uplift programme to be delivered, improvements in learning and development, talent management, succession planning and improving the welfare of officers and staff.

How we will measure success/targets:

- Monitor the attendance rates within West Midlands Police and in particular absences due to mental ill health, providing programmes of support where needed
- Monitor referrals to occupational health, ensuring that there is no delay in Police Officers and Staff getting an appointment
- Increase staff survey engagement rates and monitor wellbeing survey results
- Monitor incidents where Police Officers are assaulted whilst on duty and what action is taken against the offender

Estates

Police buildings should be fit for purpose, meet the needs of a modern police service and provide value for money to the taxpayer.

I have already asked the Chief Constable to complete a review of the police estate to take account of the police officer Uplift programme and lessons from COVID-19. The Chief Constable has identified 11 principles that will inform his assessment and consideration of operational policing need in relation to the police estate. The review has highlighted the need to continue to invest in the police estate. I will invest in new build, re-build, refurbishment and enhancement of police buildings that are to be retained as part of the Estates programme so as to build a modern 21st century police service.

I will keep open the 10 Public Contact Offices across West Midlands Police. Some may be relocated locally, but no Public Contact Office will close until the replacement opens.

For every proposed disposal, I will seek assurances from the Chief Constable that there will be no material adverse impact on policing in the local area. When considering the future of any police building, the Chief Constable no longer requires for the purpose of operational policing need, I will only consider retention conditional on five tests being met, which are: community support; operational policing need; value for tax payers' money; the availability of central government provision of the necessary designated investment; and a guarantee of no loss of front-line police officers. In the absence of the five tests being satisfied, I will invest in and prioritise front line police officers because it is police officers that keep people and communities safe and secure.

I will consider other value for money options that will provide a base in local communities – for example, by way of co-location with other public bodies such as the Fire Service or local authorities.

I will apply a social value test to every disposal, looking for opportunities such as the provision of social housing.

I will work with West Midlands Police to seek opportunities for income arising from planning and development proposals where these create new demand for policing services.

A greener West Midlands Police

The carbon footprint of West Midlands Police needs to fall. Developing the police estate provides opportunities such as sustainable buildings and the installation of energy efficiency systems. We will develop other initiatives to reduce energy consumption through the guiding principles of reduce, re-use and recycle. I will aim for West Midlands Police to become the country's greenest police force.

I will continue the programme of innovation that includes network building management systems, low energy lighting, voltage optimisation equipment, the installation of solar panels on police buildings and the installation of combined heat and power units.

I will work with West Midlands Police to produce and deliver against an environmental sustainability plan, including seeking independent expertise if required.

More police buildings will have vehicle charging electrical infrastructure. Most large sites have EV chargers, and as more sites are developed further EV chargers will be fitted, supporting the transition to electric and plug-in hybrid police vehicles.

How we will measure success/targets:
<ul style="list-style-type: none">• Increase the proportion of energy in the West Midlands Police estate which comes from renewable providers• Reduce CO2/ m2 from energy usage within the West Midlands Police estate• Reduce CO2/km average travelled by the fleet by ensuring that vehicle service appointments are kept and through the monitoring of driving behaviours

Social Value and Corporate Social Responsibility

Through a joint procurement strategy with West Midlands Police, I will ensure social value is obtained when we buy goods and services. This will include, where appropriate, buying locally to support the local economy, supporting local jobs, community wealth building and ensuring service suppliers are a Real Living Wage Employers. I support the Citizens UK recommendation that the West Midlands should be a Real Living Wage region. We will ensure there is no Modern Slavery in our supply chain.

Equality and diversity issues should be part of procurement, and we should buy ethically. Wider indirect benefits, such as a positive impact on the local environment and sustainability, will form part of our approach. Our social value added will be reported publicly.

Organisational change, national programmes, other new technologies

I will ensure West Midlands Police continues to invest in new technology to improve tackling crimes and make the Force more efficient. This will be through improving the way in which the public contact the Force, how it responds, investigates and prevents re-offending. I want to continue to maximise the time police officers spend in the community to complete frontline policing activities.

The following are the key areas of activity the Force is working on to improve policing across the West Midlands:

- Customer service and interaction. This covers digital public contact through the Force's website and citizen satisfaction.
- Data programmes to ensure data is handled efficiently to produce information to enable crimes to be solved quicker. This covers the implementation of national policing systems such as the introduction of the Emergency Services Mobile Communications Programme which will replace the current system of police radios.
- Continue to develop applications that can be used on mobile phones. This will enable police officers to spend more time out in the community with less need to return to police buildings.
- Improving investigations covering digital investigations and the way digital evidence is stored.
- The estates programme including new builds, refurbishments, disposals, a heritage project and improving the way detained property is handled.
- A comprehensive people strategy that will enable the police officer uplift programme to be delivered, improvements in learning and development, talent management and improving the welfare of officers and staff.

Since 2015 West Midlands Police have significantly invested in Force systems. I will hold the Force to account on delivering the benefits of this investment throughout the period of this plan.

An efficient and effective criminal justice system

Introduction

The criminal justice system exists to prevent crime and disorder, detect offences, acquit the innocent and convict the guilty, bring offenders to justice, and - very importantly - rehabilitate them.

The police fulfil an important role in this process by investigating crime, preparing and submitting cases to prosecutors and supporting and managing offenders to reduce risk to the public. I will expect West Midlands Police to play an effective part in criminal justice.

Tragically, many people in the criminal justice system are there as a consequence of multiple, intractable challenges which they find hard to overcome. Our “Punishing Abuse” report – jointly commissioned with West Midlands Combined Authority (WMCA) – showed how many people in the Criminal Justice System (CJS) suffer from poor housing, addiction, mental ill health, maltreatment, trauma, and poverty.

Confidence in the CJS is low, not least because of long waits, poor outcome rates and unsuccessful reforms, all the product of ill advised, misconceived and poor decision making by successive governments over the past decade. Covid-19 and recent tragic cases have aggravated these pre-existing structural problems.

Addressing these issues requires a determined and comprehensive partnership approach.

Working together in partnership

We will use the Reducing Reoffending Delivery Group, the Women and Girls Delivery Group, and the Victims and Witnesses Delivery Group to deliver plans agreed by all partners. These plans will be reported into the Local Criminal Justice Board (LCJB), which will provide a forum for strategic collaboration and oversight. We will continue to develop the Regional Criminal Justice Forum, working across four police force areas.

Diversion

We will continue to implement diversionary schemes that support people away from offending and the CJS, including a continued emphasis on women and girls involved in offending. We will work to increase use of Community Sentence Treatment Requirements (CSTR) rather than prison sentences. We will continue to develop, implement and evaluate projects that work with offenders to prevent re-offending, exploring co-commissioning, co-funding and co-delivery models.

We will look to increase the use of Out of Court Disposals (OOCs) and other diversionary opportunities, including Restorative Justice programmes, peer courts and community disposals. We will ensure appropriate oversight from the judiciary.

I will look to further support problem solving approaches to criminal justice, and encourage the wider use of Family Drug and Alcohol Courts. I want to extend this approach to establish Problem Solving Courts which address reoffending by better integrating services, shaping the justice system around the package of support individuals need to rehabilitate, and bringing judges together with professionals across the social welfare and criminal justice space to address re-offending. We will seek

to establish a Problem Solving Court for women offenders and explore the possibility of one for young adults. We will work to establish a community peer court for young people aged between 11 and 25.

More collective and integrated support to service users with complex needs could overcome the limitations of siloed approaches. I will lead development of a West Midlands Diversion Hub which could become a centre of expertise, with shared strategic leadership and ownership. The Hub could develop new integrated co-commissioned and co-delivered interventions, building on the Problem-Solving Court approach, with evaluation and learning built in from the outset.

Services that prevent offending and re-offending

We will work closely with early help and early intervention initiatives such as “The Pathfinder”, which bring together children’s services, schools, substance misuse and mental health services and others to tackle problems suffered by families in crisis to improve educational attainment, health, wellbeing and prevent crime. This includes supporting, where we can, children’s centres and family hubs. We will advocate for innovative projects to partners, forge new partnerships with statutory authorities and the third sector, and seek to access external funding. I support the Citizens UK recommendations that there should be improved mental health support in schools and more funding for community advice services.

I will work with Youth Offending Services (YOS) and the education sector to support initiatives to better integrate support, prevent exclusions, and reducing youth offending. I will review the approach to funding YOSs from police budgets, so as to ensure we are maximising positive outcomes for young people.

I will develop proposals for a “West Midlands Future Generations Conference” to share notable practice, develop collaborative proposals and support research and evaluation across partnerships. I will continue to develop devolution proposals for a “West Midlands Service Integration Fund” to support innovation and integration in this area.

Recognising trauma in victims and offenders

We will work to minimise the impact of re-traumatisation of victims arising from criminal justice processes. We will increase use of video evidence in court, and enable more rape survivors and intimidated victims to pre-record their evidence.

We will examine possibilities to make criminal justice spaces less intimidating for children in custody, supported by integrated support and diversion opportunities. We will recognise that many women, girls and children involved in offending are victims of serious crimes.

We will encourage efforts to recognise how abuse, loss, trauma, and poverty impact on childhood offending. This would enable better planning and monitoring of performance, a collective approach to ensuring youth justice services are effective, and sharing of learning across multiple agencies.

I will look to see wider recognition of the role acquired brain injuries play in offending behaviour.

Confidence in the criminal justice system

We will continue our work to address disproportionality and structural racism as it presents across the criminal justice system, including reviewing findings from previous reviews and inquiries.

Supporting ex-offenders into employment

We will work to support people with offending histories into employment. We will look to expand the Enterprise to Employment project. I will continue to encourage employers to remove the criminal record “tick box” from recruitment forms. I will look to develop a ‘New Chances Charter’ in partnership with the public and private sector to encourage recruitment of ex-offenders.

How we will measure success/targets:

- Increase the use of Out of Court Disposals where offenders are eligible
- Monitor offence types along with demographic breakdowns of offenders to highlight potential gaps in the Out of Court Disposals available
- Monitor disproportionality within the Criminal Justice System, with a particular focus on gender and ethnicity across:
 - Arrests
 - Police outcomes
 - Prosecution outcomes
 - Remand status
 - Reoffending

Supporting victims and witnesses

Introduction by Victims Commissioner Nicky Brennan

As the first victim’s commissioner for the West Midlands I will amplify the voice of people who have been impacted by crime. I am acutely aware - as a survivor myself - that crime can have lasting and devastating effects. All victims are entitled to free and accessible services to support and empower them to cope and recover. These services should be available regardless of whether the crime was reported or how much time has passed. I will work with partners to improve agencies’ responses to victims/survivors and better meet their holistic needs.

My vision is for quality-assured care and support services for all victims of crime, to ensure victims are able to access justice should they wish to and to reduce harm caused by crime through robust and appropriate responses to offenders. This can’t be done in isolation. I will work closely and collaboratively with the specialist victims’ sector and criminal justice agencies whilst listening to the voices and experiences of victims.

I am not afraid of calling out disproportionality and gender-based criminality; some crimes are unquestionably gendered and this is why Violence Against Women and Girls is a key priority. These crimes are disproportionately perpetrated by men and so we must address this as *Ending Male Violence Against Women and Girls*.

The Criminal Justice System needs to rebuild the confidence of women and girls and thereby reduce attrition in the criminal justice process. We must work towards proportionate and procedural justice. The longer it takes for a victim to receive support, coupled with how re-traumatising the process can be, the more likely the victim is to withdraw.

Whilst not all victims choose to report the crime(s) they were subjected to, or seek a Criminal Justice outcome, justice – which can have different meanings for victims – can be an important element in

healing from their trauma. Ensuring victims' access to justice is perhaps the most challenging aspect of this work. However, I am determined to work with our criminal justice partners to ensure it significantly improves its response to victims. This need is compounded by the impact of the pandemic on pre-existing court backlogs.

I will work with partners to ensure the needs of all victims are met, services are continuously improved, and that innovation and best practice in service delivery continues to shape our support to victims.

Supporting Victims

Free, accessible, high quality support should be available to enable every victim to cope and recover from their experiences, regardless of whether they reported their crime. While recognising that resources are finite, we will ensure that this support is tailored or can appropriately meet the needs of victims, including victims of road traffic collisions. Our services will support individuals affected by crime to cope with their experiences and recover from the harm they have experienced. We will prioritise the voice of the victim in our service delivery, policies and procedures implemented to address victim needs.

The Victims Commission

The Victims Commission is a partnership of the voluntary and community sector, health services, academics and criminal justice agencies, bringing together providers and commissioners of services to advise the Police and Crime Commissioner.

We will work collaboratively to ensure a healthy provider market.

Supporting the mental health of victims

Pre-existing delays in the Criminal Justice System, exacerbated by the pandemic, increase victims' distress and trauma. Services and referral pathways need to respond to this need, based on a trauma-informed/trauma-responsive care model, with appropriate routes into mental health support. This approach reduces the likelihood of re-traumatising, triggering or re-victimising survivors.

Restorative Justice

The restorative justice offer in the West Midlands has provided us with the opportunity to bring together people harmed by crime or conflict with those responsible for the harm, to find a positive way forward. It has given victims the choice and the chance to tell offenders the real impact of their crime, get answers to their questions and ultimately get an apology. I remain committed to increasing the use and awareness of restorative justice and its principles across the criminal justice system and the wider public.

I remain committed to increasing the use and awareness of restorative justice and its principles across the criminal justice system and the wider public.

Restorative justice is an evidence-based alternative to prosecution for adults and young people that includes bringing the victim and offender together as an out-of-court disposal. It has been proven effective in reducing reoffending and improving victim satisfaction.

The restorative justice offer in the West Midlands has provided an opportunity to bring together people harmed by crime or conflict with those responsible for the harm, to find a positive way forward.

I am committed to continue commissioning a region-wide support service which is victim-focussed, this model ensures that Restorative Justice is available to victims of crime, at every stage of the criminal justice system.

In line with new legislation and policies, I will continue to explore opportunities to further improve the Restorative Justice offer for victims across the West Midlands by bringing together partner agencies, CJS and voluntary and community sectors.

Honour Based Abuse (HBA), Forced Marriage (FM) and Female Genital Mutilation (FGM)

These crimes are driven by a desire to control behaviour, to defend perceived notions of honour and to prevent shame. These crimes are often committed with approval and collusion from family/community members. HBA affects women and men, and people of all ages, but often begins early, in the family home. Coercive control, built on expectations about behaviour, can emerge at a young age, and is often weighted on women and girls.

We will work to prevent these harmful practices and support victims. We will protect and safeguard victims, raise awareness and seek to bring perpetrators to justice.

Victims' trust and confidence in the criminal justice system

All victims should be able to access justice, be treated with dignity and respect, and be met with a trauma-informed response. Victims should be believed and supported to understand decisions about their case. The criminal justice system should not compound their trauma but provide a sense of justice.

The Local Criminal Justice Board Victims and Witnesses Delivery Group will seek to offer effective oversight of the Code of Compliance for Victims and Witnesses, improve victim satisfaction and ensure appropriate support and facilities for victims and witnesses. It will work closely with the Victims Commission.

We will create appropriate, trauma-informed mechanisms for victim feedback so as to better understand the experience of victims and use this to drive improvements.

Exploitation and abuse

We will work together to reduce exploitation and abuse and provide support to victims. The West Midlands Exploitation and Abuse framework was launched in 2020, and we will use this to inform our approach to address these issues. We will work together to understand how exploitation and abuse presents and evolves given changing economic and social dynamics.

Hate crime

Hate crimes derive from hostility or prejudice towards any aspect of a person's protected characteristics, and can have devastating effects on victims and communities. Hate crimes are underreported, whether because of lack of trust, language barriers or other factors. We will work with community-based organisations to support victims, build the confidence to see increased reporting, work with groups particularly at risk of hate crime and continue to support a service for

Hate Crime victims. I support the Citizens UK proposal for more organisations to adopt Hate Crime Action Plans, and will look to see this included in our approach to commissioning services for victims.

How we will measure success/targets:

- Monitor the number of victims supported by commissioned services and assess any gaps between numbers supported and the number of victims overall
- Monitor offence types along with demographic breakdowns of both victims and offenders to highlight potential gaps in service provision
- Monitor where individuals are more likely to be victimised multiple times and ensure appropriate services are in place
- Implement robust measuring of West Midlands Police's compliance against the Victims Code and return monitoring data to the Ministry of Justice

Improving community safety

Introduction

We have seven Community Safety Partnerships in our Force area, aligned with the local authority boundaries. Legislation places a duty on us to work together and formulate strategies to reduce crime and disorder.

We also come together as a West Midlands Community Safety Partnership to agree a coordinated approach to crime reduction, local policing and community safety. We commission services for all seven areas, while also enabling each area to respond to local issues. We provide oversight of the implementation locally of national strategies, such as the Serious Violence Strategy.

We remain committed to finding new ways of working effectively and efficiently with partners, local residents and business. We will keep under review issues associated with illegal encampments. We will respond to vulnerability and exploitation, engaging with other partnerships and boards to develop a joint response.

Community safety priorities for 2021-24

We have agreed the following priorities, which were developed in consultation with partners and communities and are informed by West Midlands Police's Strategic Assessment:

- 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
- Substance misuse

Reducing violence

Introduction

Some forms of violence have been rising in the West Midlands for several years, driven in no small part by poverty, deprivation and inequality. Experiencing violence has a devastating impact on a range of life outcomes for our community and on our sense of safety and belonging.

Preventing violence can only be achieved through strong and sustained partnership activity, in which communities play a leading role. I will continue to chair this partnership and to support the Violence Reduction Unit's collaborative model.

Our programmes to prevent crime, reduce violence and support victims are inextricably interlinked; the proposed diversion hub and problem-solving courts, for instance, must work with our early help schemes, placed-based initiatives, and education activity.

Funding

We will seek national multi-year funding for violence reduction. We will work together to develop sustainable local funding in order to make coordinated violence reduction activity a part of all agencies' daily business, and allow long-term planning.

Serious Violence Strategies

We will support all our local partnerships to develop and deliver long term serious violence strategies as part of the new serious violence duty. Ideally, each area will have a ten-year strategy that addresses wider social determinants alongside reported crime and hospital admissions.

Analysis and data

We will continue to publish analytical products to support evidence-led commissioning, including a partnership strategic needs assessment and a set of commissioning principles. These will inform our investments. We will include more qualitative analysis and explore depersonalised data sharing between health and criminal justice partners.

Violence and trauma

Trauma increases the risk of vulnerability, harm and exploitation, as evidenced by our "Punishing Abuse" research. We will expand trauma-informed training across policing and the OPCC, and will support wider efforts to become a trauma informed region.

I will work to ensure West Midlands Police improves the way that it communicates with people who enter police custody, so that speech, language and communication challenges do not lead to injustice.

Place-based community-led approaches

Over a thousand people participate regularly in our local networks and forums. We will extend our place-based, community-led approach, focusing on the areas most impacted by violence. We will increase our team of community navigators and support them to attract local investment.

Faith Alliance

We will continue to support faith communities to play a part in violence reduction, building on the legacy of the Gangs and Violence Commission.

Education

We will continue to help nurseries, schools, and colleges to become more trauma informed and support young people to develop protective behaviours. We will grow our Mentors in Violence Prevention Programmes that promote civic leadership skills alongside strategies to deescalate situations, including expanding this into universities. We will develop content relating to reducing harmful sexual behaviour, consent and violence against women and girls.

We will continue to support school leaders to find alternatives to excluding young people via better links between policing and schools, signposting to diversion opportunities and investing in our education intervention team. We recognise that additional resources are needed to support schools, pupil referral units and alternative provision to achieve these ambitions.

We will encourage teacher training, education inspectorates, and the education workforce across the west midlands to incorporate best practice in the identification of vulnerability and in educator's role in reducing violence.

Families

Parents, carers and families are key to supporting children and young people away from risky situations and crime. We will fund programmes that enable parents to support each other, build trust between parents and statutory agencies, and equip parents with information and skills.

Youth services

Good, accessible, culturally appropriate youth services and safe spaces in high priority areas can reduce violence. We will pilot increasing detached youth workers in the community during after-school hours, and promote communities working together to keep young people safe in public spaces. We will work with youth service and community sport providers to develop evidence-based practices which influence the future design, delivery and collaboration of programmes to prevent and reduce youth violence, and we will help to raise safeguarding and violence reduction standards in all sectors

Mental health

Limited access to mental health services is a recognised challenge. We will work with commissioners of youth mental health services to overcome long waits and other barriers to accessing support.

Learning from incidents

Serious injuries and violent deaths of children and young people should be preventable. We will work together to learn lessons, and will trial offensive weapons homicide reviews where the victim is over 18.

Responding to incidents

When serious incidents occur, we will ensure there is a short, medium, and long-term partnership response to reduce the transmission of violence. We will support communities and individuals affected by violence.

Responsible messaging

How we talk about violence and exploitation matters. We will treat survivors with dignity and model good practice in relation to the use of imagery about violence. We will promote responsible reporting, and work with young people and communities to provide a counter narrative. We will celebrate young people's contribution to society.

Reachable moments

We will continue with interventions that support people away from violence and exploitation. We aim to extend placement of youth workers and peer support workers in custody centres, accident and emergency units, and in support of missing return home interviews. We will test and evaluate other reachable moments. We will continue to support culturally competent resettlement and rehabilitation services.

Vulnerability, exploitation and abuse

We will collaborate to prevent exploitation and abuse. We will improve our understanding of these harms, and will review this against the systems and the services across the West Midlands to ensure appropriate interventions are in place.

We will work with others to commission appropriate, suitable and high-quality support services for victims and survivors of domestic abuse, including children and young people. Information about incidents of domestic abuse should be shared with schools, and we will support schools to respond appropriately to these notifications in order to better support children and young people. We will review our regional domestic abuse standards.

We will ensure there is a parity of esteem between all forms of child exploitation, and that organisations can recognise, prevent, and respond to criminal and sexual exploitation of children. We will work with local policing, gangs' teams, the Regional Organised Crime Unit, local authority exploitation leads and the criminal justice system to improve early identification of exploitation and to build meaningful partnership prevention and disruption techniques.

We will raise awareness of vulnerability, risk and protective factors linked to County Lines and criminal exploitation, and will develop further the partnerships that address exploitation of children. We will work to ensure West Midlands Police's approach to serious and organised crime and exploitation includes partnership approaches in each local authority.

We will develop stronger support for young people located out of area engaged in County Lines, and will seek to improve police and partner processes for people forced to conceal drugs or weapons within their bodies.

How we will measure success/targets:
<ul style="list-style-type: none">• Monitor the rates of homicide within the West Midlands and ensure a swift response from West Midlands Police• Reduce the numbers of violent crimes committed within the West Midlands, achieving reductions on the numbers/rates seen in 2019/20 for knife crime and robbery of personal property• Monitor serious youth violence and increase the positive outcome rate for victims

- Monitor hospital admissions of under 25s who have been assaulted with a sharp object and assess what action West Midlands Police can take
- Monitor the number of gun crime offences and increase the number of firearms being recovered through better intelligence

Working together for children and young people

There are many networks and partnerships concerned with the safeguarding and promoting of the welfare of children and young people. I will work across these networks and partnerships to support a collective approach to issues such as criminal and sexual exploitation of children, violence involving young people, and young people being drawn into the drug economy.

I will work with partners to support employment initiatives that aim to provide work placements and apprenticeships for 16-30-year olds, as recommended by Citizens UK.

I will work with Local Authority Children Safeguarding Boards and Youth Justice advocates to address inappropriate placements for children, young people and families at risk of exploitation. I will seek to raise awareness of disproportionality as it manifests in safeguarding and education.

I will work with Community Safety Partnerships to ensure the voice of young people is included in decision making.

I will ensure that organisations from which we commission services have appropriate safeguarding policies in place.

I will always seek to ensure that, pursuant to the Children Act 2004 and the United Convention on the Rights of the Child, policing functions are discharged having regard to the need to safeguard and promote the welfare children and young people and their best interests are a top priority in all actions and decisions that affect them.

Supporting a friendly, safe and secure Commonwealth Games

The Birmingham Commonwealth Games will take between 28 July and 7 August 2022. It will be the biggest sporting and cultural event held in the West Midlands, with thousands of people taking part and millions watching it around the world. Operation Unity will be the biggest operation in the Force's history, relying on support from policing across the country, the military, private contractor security and trained volunteers. We will deliver a friendly, but above all else a safe Games.

I have responsibility for holding the Chief Constable to account, who is ultimately responsible for the Games' security. I also have oversight of the security budget. I will work to ensure that the security budget supports real living wage employment and work with the Organising Committee and others to deliver a long-lasting legacy, particularly for our young people. I will be supporting the Generation 22 project through Proceeds of Crime funding, but will also work to ensure legacy resources are directed to support the areas and people who need it most. In particular I want funding to be directed to young people at risk of being involved in crime.

Safer Travel

We have well-developed partnerships for public transport and the road network from which to build.

Public transport

I will work with West Midlands Police, West Midlands Combined Authority, British Transport Police, British Transport Police Authority and public transport operators via the Safer Travel Partnership. We will seek to:

- Reduce crime, disorder, and anti-social behaviour on public transport network
- Improve public perceptions of personal safety on public transport, with a particular emphasis on the experience of women and girls
- Maximising the benefits of technology and data sharing
- Ensuring that there is a co-ordinated transport partnership response to event planning (in particular in the Commonwealth Games)
- Adapting and responding to a new transport network which is greener and safer as we recover from the Covid-19 pandemic

How we will measure success/targets:
<ul style="list-style-type: none">• Monitor the estimates for perceptions of safety on the public transport network within the West Midlands from the West Midlands Combined Authority transport survey and assess what role West Midlands Police can play in improving public perceptions• Monitor reports of crime and anti-social behaviour incidents which occur on the public transport network and what the outcomes of investigations are• There will be a focus on vulnerability type offences, such as hate crime and violence against women and girls, targeting resource as required through the Safer Travel Partnership

Improving Road Travel

I will work with local authorities, West Midlands Combined Authority, Highways England and West Midlands Police and others to ensure road danger reduction and deliver a safe and secure road network. I will look to see the following priorities adopted:

- Fewer people killed and seriously injured, including vulnerable road users. I believe we can achieve the United Nations General Assembly target of reducing road deaths by 50% by 2030, adopting a "Vision Zero Strategy" that can take us forward
- Greater network resilience, with less congestion and disruption
- A greener and more sustainable road network
- A road network that is denied to criminal use, such as speeding, street racing, uninsured drivers, and serious and organised crime
- Work with communities

I will continue to commission a dedicated post-crash victim support service.

I will work with partners to embed these objectives into proposals to transfer the enforcement of some moving vehicle offences to local authorities. I would hope to see an approach that is co-ordinated across the West Midlands, with a single approach to technology, back office functions,

enforcement, data sharing, financial flows and engagement with blue light services. I believe this transfer has significant potential to support enforcement activity.

I will work with partners to prioritise reductions in speeding and nuisance driving, supporting efforts to increase the number of average speed enforcement schemes across our area. I will look to work with partners to raise awareness of and address “crash for cash” motor insurance frauds.

I will work with the Police and Crime Commissioners across the region to explore opportunities for improved roads policing collaboration. I believe that a safe and secure road network should be part of the Strategic Policing Requirement.

How we will measure success/targets:

- Monitor the rates of road traffic casualties on roads within the west Midlands
- Monitor the following motor offences, ensure action is taken:
 - Speeding offences
 - Driving under the influence of drugs
 - Driving under the influence of alcohol
 - Driving without insurance
 - Incidents of street racing
- Review the reasons for cars being seized, assessing whether there are any commonalities/trends which need addressing
- Monitoring offences relating to e-scooter and assessing what risks they pose to the public

Preparing for emergencies and critical incidents

I will ensure West Midlands Police is playing an appropriate role in the planning for, response to and recovery from a major incident. I will ensure that the learning from inquiries, such as the Manchester Arena Inquiry, has been implemented locally and will ensure my own Office has effective and tested plans in place.

I will be ready to exercise the statutory and civic leadership functions of a Police and Crime Commissioner in the event of a major incident, notably in relation to victims.

I will seek a broadening of the role of Police and Crime Commissioners in obtaining assurance concerning the overall efficiency and effectiveness of local planning for and response to major incidents.

Working with other “Blue Light” Services

I will explore further opportunities to locate neighbourhood police teams in fire stations. This has already taken place successfully at a number of sites, with the cost of co-location being less than existing building costs and provides an income to the Fire Service. The arrangement is on a lease rental and modifications are made to the buildings to make them suitable to be used for policing.

I will continue to hold full membership of West Midlands Fire and Rescue Authority and look for opportunities for further collaborative working with West Midlands Police.

I will look to work with the governing bodies of West Midlands Fire and Rescue Service and West Midlands Ambulance Service to seek assurance that joint inter-operability, particularly as it pertains to the preparedness for a major terrorist incident, is efficient and effective.

Airport Policing

I will continue to be an active participant in the governance arrangements for the provision of effective policing at Birmingham Airport.

DRAFT

Joint statement by the West Midlands Police and Crime Commissioner and the Mayoral West Midlands Combined Authority

Public bodies have an obligation to collaborate to improve both the services provided to and the outcomes for the public they serve. The Police and Crime Commissioner and the Mayoral West Midlands Combined Authority share the same geographic boundary and serve the same electorate.

By working together, we can, in partnership with others, identify and respond to many of the key challenges we face as a region. We will adopt a preventative, evidence based, public health approach. We will address the issues which reduce life chances, create inequality and lead to unnecessary demand and dependency on public services.

Working in partnership

The Police and Crime Commissioner will maintain observer member status in the Mayoral West Midlands Combined Authority, and participate actively in its work, along with the constituent members, non-constituent members, observers and other partners.

Bilateral meetings between Police and Crime Commissioner and the Mayor will continue, and we will look for further opportunities for collaboration across the responsibilities of the two organisations and the wider partnership.

The Office of the Police and Crime Commissioner (OPCC) will continue to participate in the West Midlands Combined Authority (WMCA) Public Service Reform Board.

The Police and Crime Commissioner will continue to invite participation from the Mayoral West Midlands Combined Authority in the following structures and processes:

- West Midlands Local Criminal Justice Board
- West Midlands Community Safety Partnership

We will work together with partners to provide civic leadership and support recovery following critical and major incidents as appropriate.

Reducing Violence

The PCC and the Mayor share an ambition to prevent violence alongside community, faith and Local Authority partners, recognising that addressing the wider social determinants of violence extends beyond policing and the Criminal Justice System.

The Mayoral WMCA will continue to be a partner in the West Midlands Violence Reduction Unit which is hosted within the OPCC. The WMCA will lead the wider adoption of trauma informed approaches across the region and continue to chair and lead the sport partnership on behalf of the VRU.

We will continue to look for and develop opportunities to address domestic abuse and Violence Against Women and Girls.

Mental Health

Ensuring that policing and the criminal justice system are appropriately responsive to those with mental health needs will continue to be a key priority in the West Midlands Police and Crime Plan,

building on the progress already achieved in areas such as safer detention and ensuring support for people facing mental health crisis is led by the NHS, not the police. There is more that policing and criminal justice partners can do; for example, we want to see the judiciary have the confidence to further increase the use of Mental Health Treatment Requirements, rather than impose custodial sentences on those whose offending is related to poor mental health.

The Police and Crime Commissioner will lead this work with West Midlands Police and also with Local Criminal Justice Board partners. The Police and Crime Commissioner will report this work to the refreshed WMCA Mental Health Commission and further contribute to the commission in its ambition to provide a comprehensive regional understanding of the impact of and response to the COVID-19 pandemic in terms of the mental health and wellbeing of local people and co-developing 'actionable' recommendations on a topic by topic basis that supports the pursuit of a mentally healthier region.

Addressing race inequalities and disproportionality

Addressing race inequalities and disproportionality are central to public confidence in policing and the wider criminal justice system, and have been a priority for successive West Midlands Police and Crime Commissioners. The current "Fairness and Belonging Plan" is a broad, comprehensive and mature programme of activity to addressing these issues with West Midlands Police. The Local Criminal Justice Board has a bespoke work strand to address these issues too, based on a thorough analysis of the recommendations from previous reports and research. Led by the Police and Crime Commissioner, this work will also contribute to the WMCA Race Equalities Taskforce.

The Race Equalities Taskforce has a vision to ensure that in the West Midlands your ethnic background is an asset not an obstacle in having a fair start, a decent job and a flourishing life. It will focus on improving equality of opportunity – looking at the extent to which different ethnic groups (including White groups) experience different social and economic outcomes. The Taskforce will be action orientated and concentrate on developing policy solutions in areas which the WMCA has roles and responsibilities in delivering, enabling and influencing. This includes: jobs and the economy; education and skills; transport and connectivity; housing and homelessness; health and wellbeing; and will directly link to the existing work in progress within the Criminal Justice System under the leadership of the Police and Crime Commissioner.

Both the Police and Crime Commissioner and the Mayor welcome the existing work within the Criminal Justice System and the Taskforce as necessary and bold initiatives; they will likely lead to some quite difficult and challenging issues. They will embrace and address equalities issues with openness, honesty and humility, and drive forward tangible change for the West Midlands.

Housing and homelessness

Genuinely affordable, decent, safe, secure and sustainable housing provides the basis for family, community, good health, education and employment. We have a significant shortage of accessible affordable accommodation in our region with some 5000 households in temporary accommodation, in effect homeless.

Following its inception in 2017, the WMCA Homelessness Taskforce was embedded within the WMCA in 2019 with the key objective of 'designing out homelessness'. The Taskforce has taken a cross-sector, cross-regional, whole life course systemic approach to tackling and preventing homelessness. By ensuring universal systems focus on inclusion, we are less likely to see people fall out into the ultimate exclusion of homelessness.

The systemic changes required to prevent homelessness and keep people well, within education, employment, healthy relationships and homes are the same systems which will reduce victims and perpetrators of crime. In effect, by designing systems which are fit for purpose and inclusive, the less likely we are to have people excluded.

The Police and Crime Commissioner will continue to engage with and support the work programme of the WMCA Homelessness Taskforce. We will work together to understand the links between the criminal justice system and homelessness in all its forms to mitigate the impacts.

Young people and children

We want to see young people given the opportunity to achieve their full potential and avoid entering the criminal justice system. We want to ensure that young people are appropriately supported and provided with opportunities for diversion, education, training and employment. We will continue to promote the findings and implement the recommendations of our jointly commissioned research published as 'Punishing Abuse', and its finding that the adversity experienced by children known to the youth justice system in the West Midlands is much wider than the well-known ten Adverse Childhood Experiences. The response is both focused on youth justice reform and wider systemic issues. We are jointly committed to addressing these issues through reform and opportunities for devolution, and will continue to look for collaborative opportunities.

Safer public transport

Everyone has the right to feel and be safe when using public transport. We will continue to deliver the service the public expect, protect public transport passengers from harm and address issues which cause the most concern.

We will continue our commitment to the Safer Travel Partnership with West Midlands Police, British Transport Police, British Transport Police Authority and the bus and tram operators.

We will agree enhanced oversight and governance structures for the partnership so as to ensure it is delivering for the travelling public.

We will agree a new Safer Travel Plan with a focus on addressing Hate Crime and Violence Against Women and Girls, including sexual offences.

We will work together to ensure that Transport for West Midlands, West Midlands Police and British Transport Police are able to use new bus by-laws efficiently and effectively.

We will maximise the use of new technology, CCTV and better lighting to "design out" anti-social behaviour and criminality on the public transport network. If the bid for funding in the third round of the national Safer Streets Programme is successful, we will work together to maximise its impact.

Improving road travel

We will review and refresh our road safety strategy, working with local authorities, Highways England and others to agree ambitious objectives via a refreshed Strategic Road Safety Partnership.

Our work will be informed by five over-arching themes:

- Reducing the number of people killed and seriously injured on the Strategic Route Network and the Key Route Network, seeking to achieve the United Nations General Assembly target of reducing road deaths by 50% by 2030.
- Continue to ensure support is available for the families of those bereaved through fatal road crashes.
- Reducing congestion and improving network resilience.
- Reducing the carbon footprint, wider environmental impact and negative public health consequences associated with road travel.
- Reducing criminal use of the roads, by addressing, for example, street racing, speeding, uninsured drivers, and denying use of the roads to organised crime.

We will support local authority partners to seek the transfer of moving vehicle enforcement from the police as part of the national policy shift in this area. We see the transfer as having potential benefits across all the over-arching themes for improving road travel. We will work with local authorities and others to see a collaborative approach across the West Midlands, seeking a single technology platform, a common approach to enforcement, a shared back office and agreement on financial flows and ring-fencing of income. We will seek a data-sharing agreement and explore further opportunities to build on our existing partnership work enhancing ANPR assets jointly, so as to ensure how the transfer can assist in the prevention and investigation of crime. We will work together to provide information to the public on the proposals as they develop.

We will review how policing can support network resilience on a sustainable and operationally effective basis.

Police recruitment

WMCA shares the Police and Crime Commissioner's objective to see West Midlands Police fully reflect the diversity of the West Midlands.

WMCA will continue to work with Further Education Colleges to develop courses that widen the cohort of people considering careers in policing. We will work together to ensure that the timetable for police recruitment aligns to the courses, and seek West Midlands Police support for the delivery of the courses.

We will continue to work together to identify and support willing employers to allocate their Apprenticeship Levy towards the Police Constable Degree Apprenticeship scheme.

Supporting ex-offenders

We will work together to align the commissioning of prisoner resettlement schemes to WMCA's adult education offer, so as to provide more seamless pathways for ex-offenders into education, training and employment, and away from the risk of further criminality.

Securing social value

We will review our respective approaches to securing social value in the purchasing of goods and services, looking to maximise local investment and employment, support young people into employment via apprenticeships, and create opportunities for care experienced people and people leaving the criminal justice system.

Children in custody

There are exceptional circumstances when children from the West Midlands require a secure, locked, environment to stay. Currently the West Midlands has no such provision. We will continue to play our part in the development of proposals for alternative approaches to the custody provision for children in the West Midlands. We agree that a trauma-informed, therapeutic approach offers much greater prospects for rehabilitation and reduced likelihood for reoffending, and will work with partners to develop service model proposals and engage with government.

We will look for opportunities to address the need for a new approach to assessing and providing appropriate secure and non-secure accommodation for children detained by the police.

Devolution

We will work together to seek appropriate devolution and shift of power away from Whitehall. We will share information concerning the government's reform programme for local government, policing and fire governance and the criminal justice system. We will share our responses to government prior to submission. We will continue to hold regular officer level meetings and identify opportunities for joint working.

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Strategic Policing Requirement

The Strategic Policing Requirement requires me to ensure the Force has the capacity and capability to play its part in addressing national policing threats. These are currently identified as terrorism, civil emergencies, organised crime, threats to public order, large scale cyber incidents and child sexual abuse. I will require an annual report from West Midlands Police on whether it is meeting the Strategic Policing Requirement. Government has signalled a review of the Strategic Policing Requirement. I will engage with the review.

Counter-terrorism

Counter-terrorism policing requires close and careful oversight, as it combines national direction of policing activity, bespoke funding mechanisms, a national security imperative, high levels of operational sensitivity, and the use of additional police powers. West Midlands Police hosts a counter-terrorism unit, and I have been elected to chair the National Counter Terrorism Collaboration Agreement Strategic Board. Oversight of this national collaboration will focus on the lessons learned from inquests and enquiries, implementation of the proposed Protect Duty, the outcome of the Independent Review of Prevent, implementation of the Special Branch review, terrorist offender management and the changing nature of the threat. The commitment to historic investigations remains. We will continue innovative approaches to community engagement on this issue. We will continue to emphasise the importance of local oversight and accountability for delivery of this national function. We will work together at the force and regional level to ensure proportionate oversight and answerability to Police and Crime Commissioners across the totality of the counter-terrorism function.

I will seek to ensure that the capabilities available to counter-terrorism policing are appropriately supporting wider efforts to prevent crime and reduce violence, given that the causes of these often overlap with the drivers for violent extremism.

Serious and Organised Crime

The West Midlands Regional Organised Crime Unit (ROCU) is a collaboration of West Midlands Police, West Mercia Police, Warwickshire Police and Staffordshire Police. Key issues are a review of the collaboration agreement that governs this work, the implementation of the Mackey review of the policing response to serious and organised crime, the relationship between ROCUs and the National Crime Agency, the development of a distributed operational model and budgets and funding issues. The Plan will look to further develop how we assess the performance and value for money of the ROCU. We will continue to develop the West Midlands Cyber Resilience Centre. We will work together at the regional level to ensure proportionate oversight and answerability to Police and Crime Commissioners.

I will seek assurance that information sharing between national agencies, ROCU and local partners effectively addresses cyber and organised crime threats.

Bilateral collaboration

We will continue to support and develop our collaborations with Staffordshire Police and Warwickshire Police and look for further collaborative opportunities.

I will continue to promote the work of the Central Motorway Police Group with Staffordshire Police as a national exemplar.

Regional policing collaboration across Staffordshire, Warwickshire, West Mercia and the West Midlands

We will continue to invest in the infrastructure to support regional working. We will continue to use our regional policing collaboration structures to govern our police training contract with Staffordshire University and other collaborations such as that for public order training. We will explore collaborative opportunities, such as aspects of the police firearms function, provision of forensic services, operational alignment of roads policing protocols and other specialist training. Our regional collaboration will also support our engagement with other national police collaborations, such as the National Police Air Service (NPAS) and Home Office-led change programmes, such as the replacement of Airwave.

National Ballistics Intelligence Service

I will continue to support West Midlands Police to be lead host for the National Ballistics Intelligence Service (NABIS). NABIS supports the UK's strategy to reduce firearms criminality, by providing forensic and intelligence capabilities. NABIS works with UK Law Enforcement agencies to identify the best opportunities to tackle the threat from the illegal importation and criminal use of firearms. I will continue to be an active participant in the governance of NABIS, representing the interests of Police and Crime Commissioners.

Section 4: Civic leadership and campaigning for change

The role of a Police and Crime Commissioner is focused on holding the Chief Constable and the perforce to account, ensuring an effective and efficient service, playing a key role in local partnerships and supporting police collaboration. However, the role also extends to influencing public discourse and the direction of public policy. I will play an active role in that. I will be a campaigning Police and Crime Commissioner.

Funding and resources

West Midlands Police lost 2,221 officers and is only due to receive 1,200 officers as part of the national uplift. I will campaign for funding for our 'missing officers' so that the government is held to account for its pledge to level up. This is a crucial part of my commitment to rebuild community policing. I will campaign for fair funding for the West Midlands and engage in national debates concerning the police funding formula and a longer-term approach to preventative activity.

The response to fraud and online criminality

The national response to fraud and cybercrime lacks coordination and is failing victims. I see a need for a more structured approach to collaboration with the expectations on all parties better understood.

Investment in prevention and early intervention

The most effective ways to reduce crime are to stop it happening in the first place and break cycles of reoffending. This requires investment in prevention and early intervention, not only for children, but for the whole family. Key preventative services for young people have been lost and need rebuilding. It also means showing leadership by highlighting major policy failures caused from an underinvestment in early intervention, such as insufficient investment in youth services and mental health services. I will campaign for measures to reduce the high level of school exclusions and to improve statutory safeguarding.

Vehicle security

When car manufacturers improve vehicle security, they support policing's efforts to prevent car thefts and disrupt the "chop shops" where stolen vehicles are stripped of parts. I will campaign to ensure that car manufacturers improve vehicle security and improve regulation of car spare parts to prevent crime.

Sentencing for hate crimes

I will actively support campaigns to extend an aggravated offence to anti-LGBT+ hate crime. Hate crimes can create fear in communities, have a devastating impact on victims and sentences need to reflect that.

Sentencing for assaults on emergency workers

Emergency workers keep us safe. They confront danger and need our support. I support an increase in the sentence for assaults on emergency services workers to two years in accordance with the campaign to "Protect the Protectors".

Sentencing for violence against women and girls

Working with the West Midlands Victims' Commissioner, I support proper sentencing for domestic murders, making misogyny a hate crime, street harassment to be made a crime, increasing the minimum sentence for rape and a 'Whole Life Tariff' for anyone found guilty of abduction, sexual assault and murder. Additionally, I will highlight the risk and prevalence of suicide following domestic abuse.

Retention of income from speeding and moving vehicle enforcement

The public want proper enforcement of speeding and other offending on our roads, but income from fines goes to government and is not retained locally. As a result, schemes are small in number and do not address the scale of the problem. A change that allowed local retention of income could improve road safety and support denying criminals use of the roads.

Preserving the direct accountability and independence of the police governance function

I believe that a democratically elected and directly accountable PCC is the best way to hold the police to account and convene partnership working. A separate corporation sole protects the operational independence of policing. I will work with local and national leaders to maintain this model in the West Midlands.

Reducing drug harm

I will campaign for the provision of adequate drug treatment services to reduce demand for illegal drugs by addressing addiction, thereby cutting crime, victims of crime and denying money to the criminal drug economy.

Firearms licensing

The current approach to firearms licensing sees the taxpayer subsidising gun ownership. The full cost of a license and its renewal – including medical checks – should be borne by the applicant and administered to a standard that protects the public from misuse of firearms. Firearms licensing fees should be devolved or set nationally based on full cost recovery.

Appropriate housing

I will campaign for a regulatory regime that is fit for purpose to improve the quality of Exempt Housing.

Victim services

Core funding for victim services has not kept up with inflation. I will campaign for real terms growth to meet increasing demand and multi-year settlements so as to ensure that victims' rights are at the forefront throughout the criminal justice system. I will seek specific support for those vulnerable to repeat victimisation, such as sex workers and people with disabilities.

Proceeds of Crime Act

I will campaign for local retention of a larger proportion of seizures and forfeitures, thereby supporting local initiatives and further incentivising a focus on disruption of the criminal economy.

Road safety

I also campaign to ensure that new forms of transport have safety at their heart, such as appropriate and workable regulation of e-scooters.

Police Officer and Police Staff pay

Police officers and staff do a specialised and difficult job and should be paid accordingly. Pay freezes, especially at a time of rising costs are not acceptable for dedicated public servants. I will campaign for fully-funded pay rises that at least keep pace with inflation. I believe that this is best delivered through collective bargaining. Increased pension costs should not land locally.

Animal Policy

I will work with government to ensure that proposals on pet theft are delivered. I will also campaign to see the link between domestic abuse and animal cruelty appropriately addressed.

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Section 5: Good governance, transparency, equality and public engagement

The Office of the Police and Crime Commissioner will adhere to the highest standards of good governance and transparency.

The OPCC as a high-quality employer

The OPCC is a real living wage and equal opportunity employer, offering flexible working where appropriate and a training and development plan for all employees. Employees will receive trauma informed practice training and appropriate support services will be available.

I will work with the Chief Executive to maintain a zero gender and ethnicity pay gap for the staff in the OPCC, requiring an annual gender and ethnicity pay audit, to include how bonuses, pay increments and promotions are awarded.

Staff involved in recruitment and all line managers will receive training in unconscious bias.

Consultation with people and groups with lived experience to inform policies and decisions

Consultation with people who have lived experience will be part of my decision-making, and I will work with partners to ensure that those involved feel supported and safe. I will compensate lived experience panels for their time.

Listening to children and young people

Youth Commissioners

Youth Commissioners, elected by their peers, will continue to represent the views of young people on policing, crime and community safety. I will ensure they are supported, and will receive reports from them to the Strategic Policing and Crime Board. We will host annual Youth Summits.

Youth Assembly

We will develop an inclusive Youth Assembly via the Violence Reduction Unit. The Youth Assembly will engage young people at risk of gang involvement, vulnerable young people and those not engaged by statutory youth service providers.

Strategic Policing and Crime Board

I will continue to develop the Strategic Policing and Crime Board to support holding West Midlands Police to account, but also as a forum where our partnership working is discussed publicly. There will be a greater focus on in-depth scrutiny and following up identified issues. Meetings will continue to be live streamed, and provide opportunities for public questions and petitions.

The Strategic Policing and Crime Board workplan will include reports that address the objectives in this Police and Crime Plan.

It will fulfil new duties to provide information on the government's national policing priorities.

Public engagement

There will be ongoing engagement via existing forums across the West Midlands, and regular "community walkabouts" to understand the reality of local issues. I will work with community safety partners to reinvigorate local engagement structures. I will participate in Citizens UK accountability assemblies during my term of office.

Representative bodies, staff networks, and Trade Unions

I will hold a regular discussion forum with the staff associations, trade unions and representative bodies. This will be an opportunity for me to share and discuss recent developments, answer questions and learn about the current issues facing Officers and staff. I will meet with representatives of individual associations or representative bodies and commit to authentic and substantive conversations to ensure I hear the needs of officers and staff.

Transparency

The OPCC will maintain its record of meeting all required transparency standards, including new requirements associated with inspectorate reports, complaints oversight, and national policing priorities. The OPCC will continue to publish Strategic Policing and Crime Board and Joint Audit Committee papers and continue to make the record of decisions easy to access.

Police performance information will be easy to access and I will review how information on Stop and Search, use of force and other powers is available to the public.

Public affairs

The OPCC will maintain an output of media and communications activity to keep varied audiences informed on issues and opportunities to engage with the work of the Commissioner, the wider OPCC and our partners. We will focus on the Commissioner's activity, our projects, and the partnership work in which we participate. We will include campaigns designed to inform the public about the policing governance function, as well as our partnerships. We will collaborate with partners in our communications activity, seeing it as an opportunity to engage with and learn from the public, stakeholders, service users and providers. We will include activity to promote access to services. We will use our public affairs approach to lead opinion and influence national and local stakeholders on issues across the breadth of the Police and Crime Plan. We will use multiple channels, including "paid for" social media to reach new and more diverse audiences.

Responding to HMICFRS and other criminal justice inspections, reviews and the outcomes of "Super Complaints"

Beyond the statutory requirement on police forces and Police and Crime Commissioners to respond to HMICFRS inspections, we will use our partnership structures to consider recommendations from HMICFRS and joint inspections where these raise wider issues. We will also review the outcomes of super complaints and feed these into our strategic direction and holding account processes.

HMICFRS recommendations are reviewed by Joint Audit Committee, with potential to escalation to the Commissioner and Chief Constable as appropriate.

I will ensure appropriate oversight of the classified recommendations arising from the HMICFRS counter-terrorism policing inspection regime.

Oversight of the use of covert surveillance powers

I will continue to ensure oversight of police use of covert surveillance. I will request a report annually from the Chief Constable to the Strategic Policing and Crime Board to seek assurance on the effectiveness and appropriate use of the powers, informed by the findings of the most recent Independent Investigatory Powers Commissioner (IPCO) inspection. I am of the view that IPCO inspection findings should be reported directly to Police and Crime Commissioners as well as Chief Constables.

Oversight of the use of counter-terrorism powers

I will maintain close oversight of the use of counter-terrorism powers, including:

- “Schedule 7” and similar detention powers at Birmingham Airport
- Terrorism Prevention Investigation Measures
- Terrorism Act (TACT) pre-charge detentions, including ensuring access to the Custody Visiting Service
- The Channel Programme
- Terrorist offender management powers

Safer detention

I will continue to develop the Custody Visiting and Appropriate Adults service to support the safety of detainees, officers and staff in the police custody environment. I will commission a report annually to Strategic Policing and Crime Board on the work of the Custody Visitor and Appropriate Adult volunteers, and ensure issues and concerns can be escalated quickly. I will ensure Custody Visitors and Appropriate Adults are provided with training and welfare support. I will look for opportunities to ensure that Custody Visiting addresses the needs of detainees with additional vulnerabilities, such as children, people with physical and mental health needs, those who have been subjected to a strip search and instances where detention has required police use of force.

Audit

The Joint Audit Committee will continue its programme of work to provide independent assurance on the governance, risk management and internal control frameworks through its oversight and scrutiny of the work of Internal Audit, External Audit, inspectorate reports and risk registers. It provides this service both to the Commissioner and Chief Constable. Further assurance will be obtained via the Annual Governance Statement, the Statement of Accounts and review of the Scheme of Governance. Joint Audit Committee will meet in public and the Chair of the Joint Audit Committee will attend Strategic Policing and Crime Board annually.

Section 6: Funding, grants, resources, police precept and financial planning

Financial Probity

I will ensure there are robust mechanisms in place to provide transparency and financial probity. I will keep under review the scheme of governance with West Midlands Police and maintain high standards of financial reporting. I will work with the Chief Constable to ensure that the Joint Audit Committee and Internal Audit can operate effectively. I will ensure there are financial management arrangements in place to protect the police fund, including appropriate financial controls and treasury management.

Financial Resources

West Midlands Police is supported by a combination of police grant from the Home Office and the local police council tax precept. In 2021/22 the overall revenue budget for policing the West Midlands is £641m. This is funded from £515m of police grant and the £126m of council tax. There are other specific grants in addition to this core funding.

I set the annual policing and crime budget for West Midlands Police. This includes setting the Police Council Tax precept for the coming year. I will consider carefully the level of council tax police precept that is required after having regard to the spending pressures of West Midlands Police and annual consultation. It is notable that the policing precept in the West Midlands is the second lowest in the country, with a large gap to the next lowest.

Between 2010 to 2019, funding for West Midlands Police fell by 22%, one of the largest reductions in the country. I will continue to lobby for additional funding that reflects the needs of policing in the West Midlands. This includes seeking a new police funding formula which is both fair to the West Midlands and is implemented.

Financial Planning

The financial plans I produce will reflect this Police and Crime Plan, and I will undertake ongoing activity to identify and respond to the resource implications arising from the commitments in this Plan. By adopting a more comprehensive performance framework, I will look to demonstrate net benefit arising from investments.

Financial planning will also take account of the needs of West Midlands Police, including financial pressures and the level of funding available. Financial planning will be completed through working with the Chief Constable to produce an annual budget and medium-term financial plans, which forecast expenditure and income over a five-year period.

I will also ensure that West Midlands police continues to deliver an efficient and effective service. I will look to work with West Midlands Police to agree a continuing programme of efficiency reviews, organisational change and technology development. I will hold the Chief Constable and West Midlands Police to account for their performance against the measures set out in this Plan. I will seek opportunities to undertake comparative analysis of the relative costs of West Midlands Police functions. I will seek opportunities to maximise appropriate income for West Midlands Police, including considering the schedule of fees and charges and other income sources.

Along with the day to day revenue expenditure that is required to run West Midlands Police, I will invest £150m over the next four years in capital expenditure:

- Police buildings to ensure they are fit for purpose and cost effective
- ICT and systems to exploit the operational and organisational benefits of new technology
- Police vehicles

Grants

During 2021/22 the grants and services detailed in the table below have been commissioned through the OPCC. We have also secured in-year external grants to support prevention and crime reduction activity.

Grants and Services Commissioned 2021/22

Area	£000's
Community Safety Funding through the West Midlands Community Safety Partnership	3,863
Active Citizens Funding	400
Violence Reduction Unit which is supported from a grant from the Home Office	3,370
Victims Services Funding which is supported from a grant from the Ministry of Justice	3,937
General Commissioning	1,688

The West Midlands Community Safety Partnership makes recommendations about the allocation to Force-wide and local authority level activity.

The Active Citizens Fund supports local community projects and is funded with money seized from criminals through the Proceeds of Crime Act and the Police Property Act.

The Home Office provides specific grants to support the Violence Reduction Unit, which in turn supports activity to reduce violence in the West Midlands.

Victims services funding is used to commission services from providers to support victims of crime, including a referral service.

The General Commissioning allocation is used to fund projects that support the delivery of the Police and Crime Plan.

I will maintain these grants and commissioning programmes through the duration of this Plan. Allocations of grants will be dependent on the levels of funding received from Central Government.

Appendix – Consultation: how we listened, what you told us, and how this has influenced the Police and Crime Plan

Consultation Results Analysis

I have stated that I want to be a People and Communities, Police and Crime Commissioner. I wanted to engage in extensive consultation work with the people of the West Midlands and ensure that their voice was truly at the heart of the Police and Crime Plan. The consultation period spanned from my first day in office on Thursday 13th May, right up to Friday 1st October. I have ensured that the consultation process has been as inclusive as possible and wanted it to be a true reflection of the diverse nature of our region. The Consultation consisted of the following stages:

- Phase 1 – Call for Evidence
- Phase 2 – Roundtable Discussions
- Phase 3 – Women’s Safety Survey
- Phase 4 – Police and Crime Plan Survey
- Phase 5 – Youth Consultation
- Phase 6 – Community Consultation

Across all 6 of these forums, there was an engagement of over 4622 responses.

I wanted to start work on drafting a Police and Crime Plan immediately as a consequence of having been elected for a 3 years term rather than a 4 years term due to the pandemic. I am confident that we exhausted all reasonable avenues we could in the time that we had, so as to ensure that the people and communities felt listened to. I have outlined below the methodology and key findings from each stage of the consultation.

Phase 1 - Call for Evidence

On Thursday 13th May 2021, I began the first phase of my consultation for the Police and Crime Plan. This was a call for evidence open to everyone. Organisations, partners and the people and communities of the West Midlands were invited to submit their views on what should be the key issues in the Plan. This remained open for 4 weeks, closing on 10th June 2021 and received a total of 333 responses. The call for evidence was advertised on our website and was distributed through our partnership networks, as well as being shared on our social media channels.

There were many areas of my manifesto which aligned with the priorities of the people and this was reflected in the responses we received. I identified 3 overarching themes and 5 key themes which are as follows:

- 1. Overarching themes**
 - Confidence in policing
 - Young people
 - Multi-agency working across the region
- 2. Key themes**
 - Serious violent crime
 - Drugs
 - Community policing
 - Domestic abuse

- Violence against women and girls

Confidence in policing

A theme that ran through much of the identified priorities is to ensure that the police are working with individuals, communities and under-represented groups, to maintain trust and confidence in the police force.

Young people

It was observed through many aspects of the key themes there was a need to prioritise young people and support them at all levels, such as increasing employment opportunities, investing in leisure and social activities and providing education. Respondents commented that we need to look to have more effective means of diverting young people from the criminal justice system and working with local partners so as to move these individuals away from a life of crime.

Multi-agency working across the region

Partnership working was identified as being a substantial theme that ran through all key priorities. Many of the respondents mentioned public health, schools, third-sector organisations and communities as being essential in driving forward the Police and Crime Plan Priorities.

Serious Violent Crime

Violent Crime was a significant issue that respondents wanted the Police and Crime Commissioner to prioritise over his term. Violent Crime encompasses knife and gun crime and gang related violence and a total of 64 respondents identified it as being a key priority for the Commissioner.

A general observation identified, was the growing concern for young people being victims and offenders of violent crime.

As part of this, there was support for greater focus on ensuring young people are invested in at all stages and in a multitude of different ways to prevent them becoming involved in criminal activity. Prevention work was identified as being important to respondents when discussing Violent Crime. Particular observations and suggestions included education, with particular involvement in schools and place-based working.

A significant concern for the local community surrounded gun and knife crime in particular. As a result of this, many respondents commented on their desire to feel safer in neighbourhoods and within communities.

There was support for Multi-Agency working and existing functions used by the Police and Crime Commissioner, in regards to tackling Violent Crime.

Drugs

The need to take a firm stance on drugs was something that featured heavily within the responses. A total of 57 respondents noted that it was a significant priority for the Police and Crime Commissioner to address across his term in office. It was a particular concern for the general public, and within communities due to the level of drug dealing and taking in residential areas.

There was a general consensus across responses in regards to young people and their link to drugs, with early intervention being identified as being a way to reduce the amount of young people

becoming involved in drugs. Respondents noted the need for greater education on drugs and similarly in relation to violent crime and the need for collaboration with schools to execute this.

Furthermore, a key theme that emerged in regards to tackling drugs, was the need for there to be a multi-agency approach.

In addition, respondents noted the link between drugs and wider criminality such as stealing, gangs and serious violence.

A notable recommendation made by a regional organisation was the need for all West Midlands Police and staff to carry Naloxone and it was suggested that this be extended even further so as to be carried by all Street Wardens, Traffic Wardens and Refuse Collectors. This respondent also suggested having Naloxone Champions in all major cities.

Community Policing

An overwhelmingly common theme that was highlighted by respondents was the need to feel safer within their own communities. A total of 55 respondents commented that community/neighbourhood policing was of significant importance to them.

A large reason as to why respondents wanted neighbourhood policing to be prioritised by the PCC, was due to people generally feeling unsafe in their neighbourhoods.

Respondents wanted the police to have a greater understanding about local issues within neighbourhoods and within communities. In particular, to engage with under-represented groups and reflect the community that it serves.

An increased trust in Police was another significant aspect that underpinned this theme. Speeding was a particular area of concern for residents around West Midlands, there is a desire for the police to increase enforcement in local communities. A total of 25 respondents explicitly mentioned speeding as being a key priority they wish the Commissioner to prioritise.

Exempt Housing was another area of concern. However, it is worth noting that this issue is specific to Birmingham and not the entirety of West Midlands. It was suggested that a multi-agency approach should be used to tackle this issue.

Domestic Abuse

Domestic Abuse was a consistently high priority. 32 respondents identified it as being a priority area for the Commissioner. There was concern among respondents over the rise in figures of Domestic Abuse since the beginning of the pandemic.

The need for prevention and early intervention was identified across all themes, including Domestic Abuse. In relation to this theme, the need to consider Adverse Childhood Experience (ACEs) in looking at the cyclical nature of abuse was identified by respondents.

Additionally, those who responded, highlighted the need for the Commissioner to continue engagement with communities to ensure that there is confidence in people to report Domestic Abuse and believe it will be taken seriously.

Violence against Women and Girls

Violence against women and girls was identified by 24 respondents as being a significant area for the Police and Crime Commissioner to prioritise.

A concern within the community on women's general safety, such as walking home at night, was identified by respondents. An observation was made by a particular respondent that a greater police presence on the streets at night would combat this.

As part of the theme of violence against women and girls, it was identified by respondents that sexual harassment is a particular problem area.

Violence against women and girls received a similar narrative to other key themes, in that prevention and early intervention are key to ensuring safety.

Phase 2 – Roundtables

As a result of the key themes identified by the Call for Evidence, I hosted a series of roundtables with key partners and organisations across the region to gather a more in depth understanding of how I can effectively turn these pledges into action. The first of these roundtables took place on 5th July 2021 and proceeded to occur once a week until the final one commenced on 28th July 2021. The policy leads in the OPCC coordinated these events and were in attendance, along with myself and the Assistant Police and Crime Commissioner's and the Victims Commissioner.

Serious Violence

The series of roundtables began on Monday 5th July with a discussion on Serious Violence. 17 people were in attendance, as well as members from the OPCC and VRU in support. Key themes that emerged from this discussion included:

- Young people
 - Attendees highlighted the need for all services to engage with young people as early as possible to prevent serious violence. It was suggested that preventative work needs to be done as early as primary schools.
 - There was a lot of support for police having an increased presence in schools to establish long term relationships and trust for the police.
 - It was identified that there needs to be provision and safeguarding for young people who are not in the education system, and to ensure they are not forgotten about in these discussions.
 - Attendees noted that pastoral needs for young people need to be considered and that we need to work outside the box to tackle root causes.
- Exploitation
 - County Lines – Attendees highlighted the need to understand why children and young people, and the homes they are coming from, are lured into exploitation. Additionally, that the police should stop criminalising young people who are caught up in county lines as they have been groomed in the process.
 - A greater understanding of the National Referral Mechanism and modern slavery is key to the Police responding better to exploitation.
- Community and Police Presence

- Attendees identified that there needs to be significant work done to build trust and confidence from communities, in regards to the police. Visibility and presence were highlighted as being key ways to build these relationships. Examples were given such as, Police on the street, at the shops, in day to day lives.
- It was suggested that moving forward, the Police should have a more proactive relationship with Community groups, and not just in times of crisis.
- Investment should be made in areas across the West Midlands, as it brings a strengthened sense of community and makes people feel like it is an area worth living in.

Violence Against Women and Girls

The second roundtable to take place on Tuesday 13th July surrounded Violence Against Women and Girls, with a specific focus on Domestic Abuse. There were 31 attendees, along with members of the OPCC.

Key topics of discussion that came out of this roundtable consisted of:

- Domestic Abuse:
 - Respondents made clear the importance of tackling the behaviour of domestic abuse perpetrators through early intervention as well as pre and post-conviction interventions.
 - Some children are being raised in generations of domestic abuse and therefore are not aware of what relationships should be like. It was suggested that there should be an improved connection with schools to combat this.
- Protecting Victims:
 - Attendees highlighted that the Criminal Justice System is currently failing women and girls. We must build trust with communities and emphasise the minimum response victims will receive. This can be done through The Victim Code and allowing victims to request specific factors, such as requesting a female officer or an interpreter.
 - It was agreed by attendees that the police should use all powers available to keep victims and survivors safe as a key priority. This includes:
 - Bail conditions being imposed rather than a perpetrator being released pending investigation.
 - Usage of Domestic Abuse Protection Notices and Orders that have come into force.
 - Making sure police are properly responding to breach of non-molestation orders.
 - If a case results in a conviction, restraining orders are applied for where appropriate.
- Sustained Funding and Prioritisation:
 - Attendees noted that in many instances, funding for initiatives is often short term and therefore there is no meaningful impact to victims. PCC should lobby for a model of a 3-5-year partnership, as this would get across a sustained cultural message in education across partnerships.
 - Attendees are aware of the cuts over the past decade but stressed that it needs to be prioritised within the force. Additionally, that there needs to be assurance that the Police are resourced in line with demand if we are to truly tackle the issue with response times.

Drug Harm Reduction

A roundtable discussion on Drug Harm Reduction took place on Monday 19th July. 19 people attended from a range of organisations, partners and experts in substance misuse, as well as members from the OPCC.

- Stigmatisation and Misunderstanding of Drugs:
 - It was identified by attendees that there needs to be a culture shift to treat drug and alcohol addiction as an illness rather than the criminality.
 - Greater investment in treatment services was identified as being essential. Additionally, that we should look at creating treatment offers that cater to as many people as possible, we are failing a certain demographic of people by not exploring additional treatment services.
- Young People, Exploitation and County Lines:
 - County lines was identified as being a key issue in relation to drugs police officers are arriving at certain settings and not understanding there are much more complex safeguarding issues that need to be addressed.
- Recommendations from the Dame Carol Black Report:
 - The roundtable event took place shortly after the Dame Carol Black report phase 2 was released. Many attendees highlighted the need to action the recommendations of the report, specifically around diversion and harm reduction schemes.

Local Policing

Finally, the series of roundtables commenced on Wednesday 28th July and surrounded the topic of Local Policing. There was a total of 19 attendees which engaged in this session. It was evident from the call for evidence that the community wanted me to prioritise an increase in neighbourhood police officers; however, there were additional areas which were making them feel unsafe in their areas, such as speeding cars and Anti-Social Behaviour. The roundtable session was divided into these 2 topics and discussed in turn.

Anti-social Behaviour (ASB)

It was noted during the Call for Evidence phase of consultation that matters of ASB is an issue of great significance to communities. An increase in neighbourhood policing, as well as greater connectivity and communication with the community could possibly resolve some of these tensions. Further details of the discussion are outlined below:

- Diversion and Prevention:
 - Attendees noted that we can't enforce our way out of this problem. An effective way to tackle ASB is to stop being reactive and identify where and what the major sources of ASB are and get ahead of it. There needs to be a tailored approach to ASB and we need to figure out how to manage expectations of the public on how these situations are dealt with.
 - It was suggested and supported by attendees to resolve matters of ASB through a restorative approach.
- Multi-Agency Working:
 - *"what we know from history, is that we learn nothing from history"*. To effectively tackle ASB, it requires good multi-agency working.
 - Attendees found that the format of a roundtable could build relationships with partners and could be a way to work alongside WMP. Raised that If restorative process didn't work, we should work together to develop restorative process to be first point of call.
 - Raised that the PCC role has unique position to bring those partnership together as officers will know what local issues are in their area. There is opportunity to set the agenda on how partnership would work with communities.

Speeding

This element of the roundtable identified key themes in relation to speeding. Attendees noted that speeding is one of the most harmful offences, and that there is no other offence that is as tolerated or common. The West Midlands has a sky-high injury level for pedestrians and something needs to be done to make the roads of the West Midlands a safer place for pedestrians and road users. The following themes came out as key points of discussion during the roundtable:

- Engagement with Community
 - Attendees identified that the core of response is active engagement with communities' own experiences of speeding and to come up with bespoke solutions.
 - Additionally, raised on a local basis to work with schools, residence groups, parish councils, town councils etc. Those in their community who want to engage should have the opportunity to.
- Realistic Solutions
 - It was suggested that the PCC and WMP should avoid the temptation that too many forces fall into of reinventing the wheel, and that there should be an element of realism about interventions that are deliverable, such as:
 - Cycle lanes
 - Widening pavements
 - Using soft power and good relationship with local councils to take these steps
 - Community Safety Partnership days – facilitate community speed watch

Phase 3 – Women's safety survey

This element of the consultation was a collaborative piece with West Midlands Police and obtained a total of 2006 responses.

The recent tragic events, including the death of Sarah Everard, Julia James and Sabrina Nessa have shocked and saddened us all and have highlighted concerns many women have about personal safety in their day-to-day lives.

This survey aimed to listen to what women and girls in our community have to say on their personal experiences and how safe they feel. Also, to ensure that anyone who needs help and support, knows how to access it. Both West Midlands Police, and myself, want our region to be a place where women can live free of fear, and we will use the results of this survey to work with a range of partners to tackle any safety concerns as part of his Police and Crime Plan.

Main Findings:

- 51% of respondents felt very safe in their own home during the day.
- 52% of respondents felt fairly safe when out and about in their neighbourhood during the day, 13% expressed that they felt unsafe.
- 38% of respondents felt fairly safe when out and about in their nearest town or city during the day, 26% felt unsafe in this situation.
- 46% of respondents felt fairly safe in their own home at night, with 13.6% feeling unsafe.
- 35% of respondents felt unsafe when out and about in their neighbourhood at night, 30% felt very unsafe. 17% of respondents expressed that they felt fairly safe in this scenario.
- 51% of respondents felt very unsafe when out and about in nearest town or city centre at night, 31% felt fairly unsafe. 6% of respondents expressed feeling fairly safe in this situation.

- 80% of respondents expressed feeling unsafe following incidents such as cat calling, wolf whistling, up skirting, inappropriate behaviour, 93% did not report this to the police.
- 87% of respondents do/have felt unsafe in the West Midlands.
- 60% of respondents felt unsafe in local neighbourhoods, 57 felt unsafe in a club or bar, 11% felt unsafe in a restaurant, 28% felt unsafe in shops, 67% felt unsafe on a bus, 43% felt unsafe in a taxi. Only 3% of people expressed that they haven't felt unsafe in the West Midlands.
- 49% of respondents have experienced sexual harassment, sexual assault or rape in the West Midlands and 80% did not report to the police.

Demographics:

- 90% of respondents identified as female, and less than 1% identified as being male and non-binary.
- 86% of respondents' gender identity was the same as that which they were assigned at birth. 13% were not and less than 1% preferred not to say.
- Over 57% of respondents were above the age of 35,
- 82% of respondents did not consider themselves to have a disability or substantial medical condition, 16% expressed that they did.
- 84% of respondents were from a White British background. 16% of respondents were from under-represented groups.

Phase 4 - Police and Crime Plan Survey

On the 4th August, I released a West Midlands wide public survey to gather further insight into the priorities of the people of the West Midlands. This ran for a total of 6 weeks and closed on Tuesday 14th September. There were a total of 2047 responses from a wide range of people and communities. It was distributed via the Police and Crime Commissioner's website, through the Community Safety partnerships, as well as various other partnership networks such as West Midlands Police. The survey was advertised on social media and we used paid and targeted advertising to ensure that a wide demographic had access to it. It was shared by partners in local authorities as well as also receiving coverage in traditional media and through local forums online.

Main Findings:

- 63% of respondents listed "Tackling violent crime" as their number 1 priority
- This was followed by 40% listing "Better policing for all" and 30% listing "A more accountable Police and Crime Commissioner"
- 72% of respondents listed "Tackling neighbourhood crime" as a priority which mattered most to them in their local area
- This was followed by 56% listing "Reducing violent crime" and 51% listing "Tackling drug dealing, supply and use".
- Those who felt "Very safe" at home were less likely to feel unsafe alone in public, although the feeling of safety decreased significantly in relation to areas with not good street lighting.
- Those who felt "Very unsafe" at home continued to feel "Very unsafe" in public, regardless of the setting.
- Whilst violent crime remained the top number one priority, those who felt safe alone in public listed "Building stronger communities" as their next top number one priority
- Those who felt unsafe alone in public listed "A more accountable Police and Crime Commissioner" as their next top number one priority.

Demographics:

- Birmingham had the highest level of responses with a total of 29% of the 2047 responses we gathered. This was followed by Solihull with 165 and Sandwell with 15%.
- Most responses came from those over the age of 45, with a total of 62% of responses coming from that specific age bracket. Although this is an over-representation, we are comfortable that the youth voice has been fed into the consultation through their own targeted consultation with Aspire4U.
- In regards to gender during this form of consultation, 46% identified as female, 48% identified as male, 3% preferred not to say and 1% preferred to self-describe.
- 14% of respondents considered themselves to have a disability. 68% did not consider themselves to have a disability.
- A total of 72% of respondents declared themselves as being heterosexual, 7% preferred not to say and 5% were from the LGBTQIA+ community.
- 74% of respondents were from a white background. 11% of respondents were from under represented groups and 15% did not declare their ethnicity.

We acknowledge the over-representation of white respondents over the age of 45. Engaging with under-represented communities is something that we were aware we would struggle with, and so ensured that this was something we addressed 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.

A full list of the breakdowns of responses is attached [here](#).

Phase 5 - Youth Consultation

Aspire4U were commissioned to facilitate the youth consultation element of the Police and Crime Plan. The brief was to obtain 20 pieces of engagement (video or audio) from young people across all boroughs of the West Midlands obtaining feedback on what they think about the new Police and Crime plan. Aspire4u conducted street interviews in Birmingham, Coventry, Solihull, Dudley, Sandwell, Walsall, and Wolverhampton to collect this data. Their street team included supervision by experienced youth workers, videographers to capture the content, and young people as interviewers, passionate about crime prevention to ask questions.

They aimed to collect feedback that fairly represented the 7 West Midlands localities, interviewed a diverse selection of young people, targeted areas most likely to be affected by crime, and consulted on a variety of topics within the crime plan which were most likely to impact on young lives. These topics were:

1. Community Policing
2. Disproportionality in policing & the Criminal Justice System
3. Diversity and Fairness in Policing
4. Drug Policy
5. (Un)Safe Travel
6. Tackling Violence
7. Victims & Witnesses
8. Violence Against Girls & Women.

Overall, the youth consultation collected approx. 400 pieces of feedback from over 150 young people on the crime plan; totalling 5 hours of video footage. The most insightful and representative responses were shared to inform this piece of research (255 overall).

Age	10	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	28
Total comments	2	5	8	28	20	55	19	40	15	10	21	9	5	3	7	4	4

Overall reaction.

Communities largely aligned and agreed with the direction of recommendations, with some comfortable room for the plan to go a little further in boldness. The public expressed that their exposure to the issues helped to shape their responses or feelings around the crime plan. Whereas, those with direct exposure to the issues felt there is a need to understand more about the mechanisms in each recommendation. Some were interested in the calibre of partners used in the interventions or the selection criteria used to develop partnerships. They wanted to be sure that services that had let them down in the past are not automatically assumed to be credible.

Community Policing.

- Participants expressed a feeling of being unsafe in their area, especially Birmingham Wolverhampton and Walsall. Mostly expressed by young women, but rising incidents of knife crime concerned young men also.
- A majority of interviewees showed enthusiasm towards more police officers in community roles and think it will make them feel safer. Some interviewees described strong feelings of police incompetence and a lack of protection from harm.
- The police building relationships with young people on a 1-to-1 'human level' was valued. Young people currently don't feel listened to and feel the police take their actions or words in bad faith / assume the worst.

Disproportionality in policing and the CJS.

- Generally, there were feelings of mistrust towards the CJS and a fear of being treated unfairly; especially amongst ethnic minorities and young women.
- There were regular allusions to unfair sentencing; too low for rapists and paedophiles, too harsh for drug users.
- There were positive reactions to the idea of 'family drug and alcohol courts' Similarly, they were enthusiastic about low-level crimes and high-harm crimes being processed separately.
- The majority of those asked believed that the CJS has a racial bias - regardless of the interviewee's ethnicity (usually citing the experiences of friends of colour). They felt that this was a major issue and influenced feelings of mistrust and cynicism.
- Some respondents felt that the Plan needed to show how long they expected positive results to show.

Diversity and Fairness in Policing

- There was a clear lack of confidence in the police to act fairly with many sharing experiences of feeling targeted by the police without sufficient cause. Video clips expound this in relation to lived experience of stop and search.
- There was a divide of opinions about the recruitment of 1000 officers from Black and Minority Ethnic Backgrounds. Some valued diversity in the force and believed that seeing more police officers of colour would make them feel safer and more likely to engage. However, others felt that the beliefs and integrity of every individual officer were important. and they alluded to the need for good training to support officers from a range of backgrounds, so they understand how to work with different cultures.
- The young respondents also expressed the need to make sure the officers are positioned in parts of the community where they feel the least safe.
- Some felt it is important for police to build relationships with young people and approach situations respectfully to help bridge gaps.

Drug Policy

- A majority of interviewees felt worried about the dealing and use of drugs in their community and the harm it will cause.

- Respondents saw a clear link between the lack of youth activities and opportunities, lack of support from school or health care services meant vulnerable young people spent more time on the streets, exposed to drugs, trafficking and county lines. They agreed with the PCC that not getting support, diversion or interventions leads to young people turning to negative role models – the right services take too long to help them.
- The most passionate young people felt this Crime Plan needed to show how services could help vulnerable victims or perpetrators of drug-related-crime by being prepared for long term practical help.

Safe Travel

- This topic sparked many passionate responses and appears to be a subject young people care about. Many young people felt unsafe using public transport.
- Most incidents go unreported; due to issues around trusting the law or just from avoiding reporting incidents to evade personal stresses or recalling traumas. Some feel they aren't believed unless there is CCTV evidence.
- There was a disdain towards substance users on public transport, often leading to feelings of anxiety due to unpredictability. They also felt that shouting, fighting, and anti-social behaviour are reasons to avoid buses if possible.
- Actions young people wanted to see to make public transport safer included: more visible and known cameras, police officers on buses/trains, more police patrolling bus stations, and more signage about who to call if there is an issue.
- The majority of those asked said they felt unsafe as a driver or passenger due to dangerous driving on the roads; which some believe is associated with the drug economy. They would welcome more patrol cars and more CCTV to deter people from speeding.
- Majority of young people felt passionately about improving and promoting environmentally friendly transport - but also to make it more affordable.
- They wanted informed and confident young people able to interact with culturally competent policing so that women and girls feel they can report incidents on public transport.
- They want to know what types of experiences or changes in experiences they should expect in the 3 year plan.

Tackling violence

- The young public's reactions to this part of the Crime Plan were favourable. Although respondents highlighted a lack of clarity on which partners/organisations were being called upon to address certain issues, there were abundant sentiments that violence has to be addressed at an even greater scale
- Many expressed the need for promoting programmes at a larger scale. The more articulate young people made it clear that more adverts, or smarter promotional tactics are needed. They said there would be a welcome response from young people if they knew more about where to go from social media or text message promotions.
- Feedback from school aged interviewees suggested that the anti-violence activities were not engaging for the students; with students favouring interactive activities and talks by people with lived experience rather than officers. Assemblies were unpopular; those that want to talk about their issues want more private settings. They felt the Crime Plan needs to assess and monitor the quality of interventions and interventionists in their communities.

Victims and witnesses

- Some felt let down by the police and not taken seriously when reporting or investigating a crime. Many would have valued more communication from the police, including more pastoral support (follow up) which considers the trauma of falling victim to a violent crime.
- Those asked welcome the introduction of the victim's code of conduct and think it is vital that those with lived experience influence the code. Some terminology around this may need to be adapted so that it is better understood.
- Young people – whether victims of crime, witnesses or perpetrators all expressed the causes of under reporting. All have expressed the need for trust in order for victims and witnesses to get the right support. They feel the Crime Plan is going in the right direction, but needs more clarity on how long the positive outcomes will take.

Violence against women and girls

- Young girls share the feelings of adults who have responded to this consultation; they felt unsafe in public due to fear of sexual assault and harassment - a feeling that is exacerbated at night time. Some felt that violence against women and sexual assault is not taken seriously enough by the police and often women are not believed when they report these crimes.
- Solutions included: suggested more police presence at night, more CCTV, self-defence classes for students, and better street lighting. Some felt that the root causes of violence against women needed to be addressed through education of both boys and girls in schools (healthy relationships). Furthermore, they thought it was important for victims to have safe spaces to talk about their experiences.
- The theme of people not reporting incidents resurfaced frequently in this category.
- They felt the needs of men experiencing domestic abuse had been excluded from the Plan.

Conclusions.

- It appears there is strong endorsement of the Crime Plan, with some comfortable room for the plan to go a little further in boldness.
- This piece of research has indicated that young people will support their advocates and they are reliant on those in power or those with access to levers to influence things and speak for them.
- The young people we engaged with through this research project genuinely valued the consultation and liked that the Police and Crime Commissioner wanted to hear their opinions.

Phase 6 – Community Consultation

Further consultation with the 7 local authorities took place across September, the first one commencing on 6th September 2021 and ending with a final event on 1st October. This was done through our collaboration with the Heads of Community Safety partnership. These events were a hybrid of in person and virtual meetings which all members of the political team attended. Groups that we spoke to during this element of the consultation include:

- **City of Wolverhampton Youth Council**
- **Trade Union and Staff Associations**
- **Solihull VCS Engagement Group**
- **Walsall Police and Crime Plan Consultation Event**
- **Birmingham Community Safety Partnership Residents – Police and Crime Plan event**
- **Faith in Action Group**
- **Coventry Wood End and Moat House - Tackling violence through raising aspirations**

- **Dudley Voluntary and Community Sector meeting**

Main topics discussed:

Community Policing, trust and confidence

- Participants wanted to understand why there were fewer police on the streets and in the community. They suggested a way to combat this was potentially through an increase in PCSOs.
- They felt that it was important for police to engage with communities and for officers to be back in the neighbourhood as this will increase the trust and confidence in the force.
- It was noted that the reduction in police officers has had a direct impact on people's confidence and this has had a knock-on effect of lack of reporting of crime.
- It was also suggested that for the police to build up links with officers in schools, and support resourcing and working to build confidence in communities.

Drug Harm Reduction

- It was noted by participants that drug use is being noticed in all pockets of communities, including particularly affluent areas.
- Participants wanted to know about any ongoing work that the police are doing in regards to drugs.

Mental Health

- It was raised through elements of the community consultation, that people wanted to see more in regards to mental health and policing, in both an internal and external sense.
- Participants want to ensure that anyone joining the police feels confident they will be treated well and have their mental health and well-being protected, as well as the police and their role in protecting mental health of the public.
- The lasting effects of the pandemic in relation to young people and school exclusions was highlighted as being a particular concern.

Funding

- Respondents felt that more could be done by the PCC to secure additional funding to the region. There was a feeling that 'bidding wars' often emerge across both the voluntary sectors but also the public sectors, which diminish our chances of being successful as a region when putting in applications for funding.

Equality, Diversity and Inclusion

- It was felt that more could be done by the PCC to prevent black men from being disproportionately represented in all aspects of the Criminal Justice System.

STRATEGIC POLICING AND CRIME BOARD

Tuesday, 28th September 2021

Report: Estates Strategy Review 2021

Police and Crime Plan Priority: Building a Modern Police Service and Delivering a Greener Force Estate
Presented by: Andy Kelly

Purpose of paper

1. The purpose of this report is to provide the board with an update on the strategic operational estates principles of WMP, progress made to date and steps to make the WMP estate greener.
2. At SPCB, July 2021, The PCC asked the Chief Constable:
 - To make recommendations on the estate required to meet the force's policing needs, any changes to previous plans following the pandemic and operational developments.
 - Summarise further steps the force can make to deliver a 'greener' estate and reduce carbon emissions
3. The drivers for this review are the impact of the CoVid-19 pandemic on the current programme of work, an assessment of demands of the operating model and additional requirements identified by the national Officer Uplift programme. Concurrently, there is a requirement to review the environmental and sustainability actions and initiatives planned to deliver a greener police force, by reducing CO₂ emissions and waste production.

Background

4. 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 will necessarily flex to meet the demands of the force operating model. However, adopting a more flexible estate will make it easier to adapt to future operational changes.
5. The early strategies focussed on reduction of the number of expensive, long term leasehold and non-core buildings, deemed not essential to support service delivery. A significant reduction in the number of small properties in the WMP portfolio was achieved, with outstanding activities subsumed into the 2018 programme of works.
6. The current estate is comprised of over 60 properties consisting of both freehold and leasehold properties, where WMP are sole tenants, covering over 160,000m², and costing over £11.7m per year to run.
7. A significant proportion of the estate still remains in very poor condition with only Health and Safety remedial works being carried out over recent years. Backlog maintenance liability has built up over that time and is now around £24m.

8. With a significant funding reduction over the last decade the force needs to reduce revenue spend to protect officer numbers. Notwithstanding the Uplift Programme, the force has 1000 officers fewer than in 2010; consequently, many of the force's buildings sit partially occupied and grossly underutilised.
9. Modernising the estate with flexible and agile accommodation has allowed greater occupational density, enabling increased operational resilience, by allowing the flexing of operational needs, without resorting to continual building layout/redesign.
10. The estates strategy aligns to the IT&D strategy; provision of new IT agility tools is integral to successful implementation of New Ways of Working (NWoW) as evidenced in the new estates solutions at Lloyd House, Perry Barr and Oldbury Custody and Bloxwich. The combination of flexible estate and agile working allowed the force to react to the Covid-19 pandemic, in terms of agile working and social distancing, much more confidently than would have previously been possible.
11. Estates programme asset disposal has seen a reduction in revenue spend in excess of £5.6m and in the same period realise capital receipts in excess of £8m. As part of the re-provision solution for some of these closures we have successfully co-located with West Midlands Fire Service (WMFS) at a number of their sites as well as local council offices.
12. The programme of work will continue to be led by the force's operating model, following the overarching strategic principles and providing a fit-for-purpose estate to meet operational demand, integrating more effectively with partners and providing an estate that WMP's workforce feel pride in.
13. The end state solution continues to meet these ambitions in a way that will secure a more sustainable and efficient future, and supports the maintenance of strong links with the local community. In delivering a future-proofed estate, WMP will also seek to incorporate green technologies, wherever feasible and affordable, moving the force towards being one of the greenest in the country.

Key points

14. The estates strategy of 2018 laid solid foundations for the WMP estate; the operational principles of the future estate design are listed later in the report and remain valid and increase the ability to flex the estate. Together with NWoW and the provision of mobility devices, these have helped the force overcome challenges encountered during the recent pandemic.
15. For the past 18 months, progress on modernisation of the estate has been significantly impacted by CoVid-19 pandemic, largely because estate planned for refurbishment had to be retained as operational workspace and the ability to progress shared estate with WMFS and other partners stalled.
16. Given the above impacts, the original disposal dates for surplus estate could not be met; a revised projection is being prepared in line with the strategic principles; ongoing changes to the force operating model will affect capital spend and programme timelines.
17. With an increased focus on green issues and the need to make the estate operate more energy-efficiently; some of the approaches to the delivering a greener force estate are also outlined.

The Refreshed Estates Programme 2021 – progress and recommendations

18. The rationale underpinning the 2018 strategy is fundamentally sound; it addresses modernisation of the estate, whilst supporting a continually evolving operational policing model, by introducing the necessary flexible estate.
19. As well as reducing the on-going cost of maintaining the estate, it considers options for maximising receipts/savings to enable investment in local policing, ensuring there is wider value to the West Midlands.

Progress to date

20. Whilst the pandemic severely constrained progress of the programme, some notable achievements have been made:
 - Delivery of C3 during the summer of 2021, the force's new Command Control and Coordination centre from which planned and unplanned operations will be conducted; it takes learning from recent incidents to offer a class-leading operational facility. C3 was built under great pressure during the pandemic and is a key deliverable to allow the force to manage security for the Commonwealth Games as well as providing a modern, fit for purpose base for Firearms, Force Contact and a number of other operational functions. A contribution to funding and costs relating to the Commonwealth Games in 2022 has been received.
 - A new logistics site was delivered in 2020. This is primarily a 'non-operational' support site bringing together a number support functions into one modern, efficient fit-for-purpose premises. Amongst the functions located here are: Corporate Asset Management, Fleet Services, IT logistics, Uniform Services, Records Management, Detained Property, Print Room and CCTV. This site too was delivered during the pandemic.
 - Construction/refurbishment of office and locker accommodation at Park Lane to site a number of key force functions such as a Force Response base and Force Support Unit. Together with C3, this site is now totally operationally focussed, meeting the requirement for flexible agile accommodation
 - Refurbishment of the Neighbourhood Policing base at Winchcombe Road, Solihull, just prior to the pandemic
 - Commencement of a refurbishment programme involving the Low Hill, Bilston and Summerfield sites and re-initiation of a programme of works to refurbish the Edgbaston and Moseley sites. These refurbishments were all delayed due to the impact of Covid-19 as available space was utilised for social distancing.
 - Co-location with partners including NHT teams at Old Hill, Sedgley, Northfield, Billesley, and Kings Norton Fire Stations, and with Dudley council.
 - Designs have been prepared for Eastern Custody and Dudley NPUHQ (both awaiting completion of land purchase)
 - Disposal of Sedgley, Tettenhall, Kings Norton, Old Hill, Billesley, Dudley, Princip St and Handsworth West sites.
 - WMP was successful in gaining a National Lottery Heritage Fund award to support conversion of the Steelhouse Lane lock-up into a museum. Due to open in 2022, the museum will not only offer an insight into WMP's history, but will be the focus of public engagement and educational activities.
 - Significant progress has been made in rationalising the vast quantities of Evidential Detained Property, Tape libraries and casefiles held across the force and storing them in the logistics centre – this will improve the quality of storage processes and adherence to retention and disposal policies.

Principles, Recommendations and Challenges for the Refreshed Strategy

Principle 1.

We will continue to provide locally accessible Public Contact Offices.

21. Continued provision of 10 Public Contact Offices (PCOs) is recommended; these are open to the public to drop in. No police building with an operational PCO, will close without first being replaced by a more efficient one nearby. Footfall within PCOs is generally declining due to the advent of digital channels, however, the services offered by PCOs is valued by the public and so will remain.
22. All NPUs will retain at least one PCO (with two at Birmingham East and Birmingham West respectively). Locations for PCOs in Solihull and Sutton will continue to be explored, however they will remain within the same locality, possibly within partner buildings.

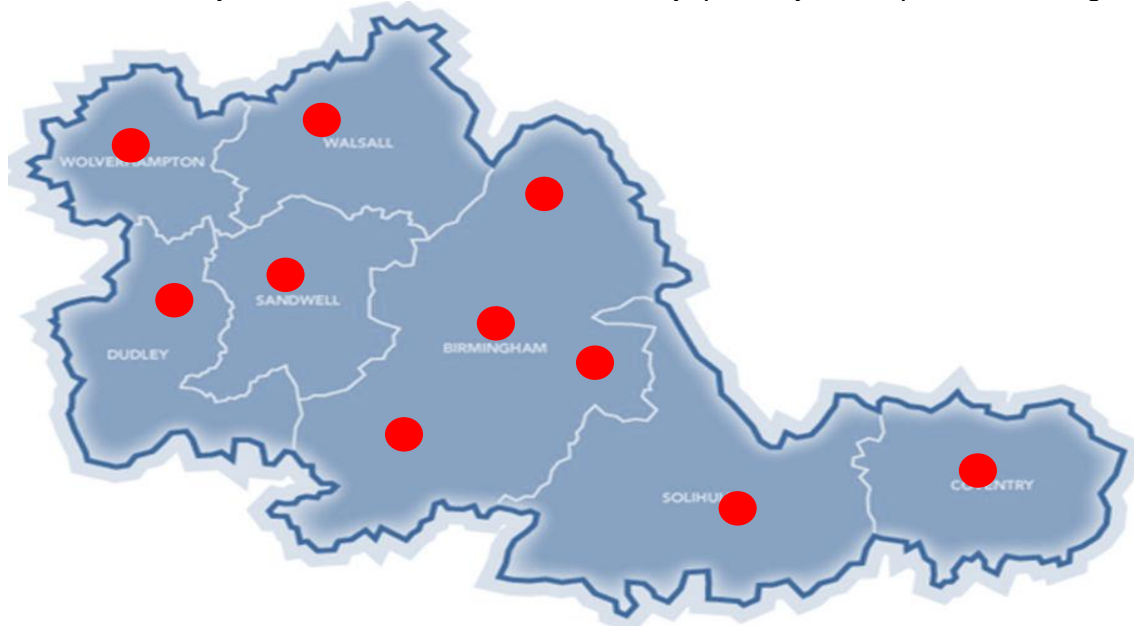


Fig.1 Public Contact Office locations

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.

23. In addition to corporate functions, the neighbourhood estate has historically housed the Neighbourhood Policing Teams (NPTs). These smaller neighbourhood sites are often the poorest quality buildings in the estate. Co-locating Neighbourhood resources within Partner locations will support greater integration, deliver operational benefits and enable the disposal of surplus or unsuitable properties.
24. Positive operational feedback has been received in respect of co-location, and examples of constructive collaboration with WMFS are available, for example enabling joint incident attendance, road safety initiatives and joint working with representatives from other agencies such as schools liaison officers.

25. WMFS and local authorities have indicated positive support for such arrangements, subject to mutually acceptable co-location terms. A number of successful examples of this have been delivered including Walsall Civic Centre, Old Hill and Sedgley Fire Stations.
26. WMP will continue to look to identify co-location opportunities with potential partners through discussions with other agencies. WMP are represented at the National Police Estate Group (NPEG) as well as both the One Public Estate Partnership Board and also the One Public estate Strategic Delivery Group. WMP's Planning Consultants scan all Local Authority Planning Policy and make appropriate representations.

Principle 3.

Our emergency response services need to be located so that they can meet our urgent requests for help.

27. The 2018 strategy proposed a 6-hub response model, however, further evaluation of the response operating model, anticipated deployment times from base and the additional estate requirement necessitated by Uplift means that an 8-hub model is recommended.
28. It is recommended that response is located at Wolverhampton, Dudley (currently Brierley Hill), Bournville Lane, Coventry Central, Chelmsley Wood, Park Lane, Stechford and Bloxwich.

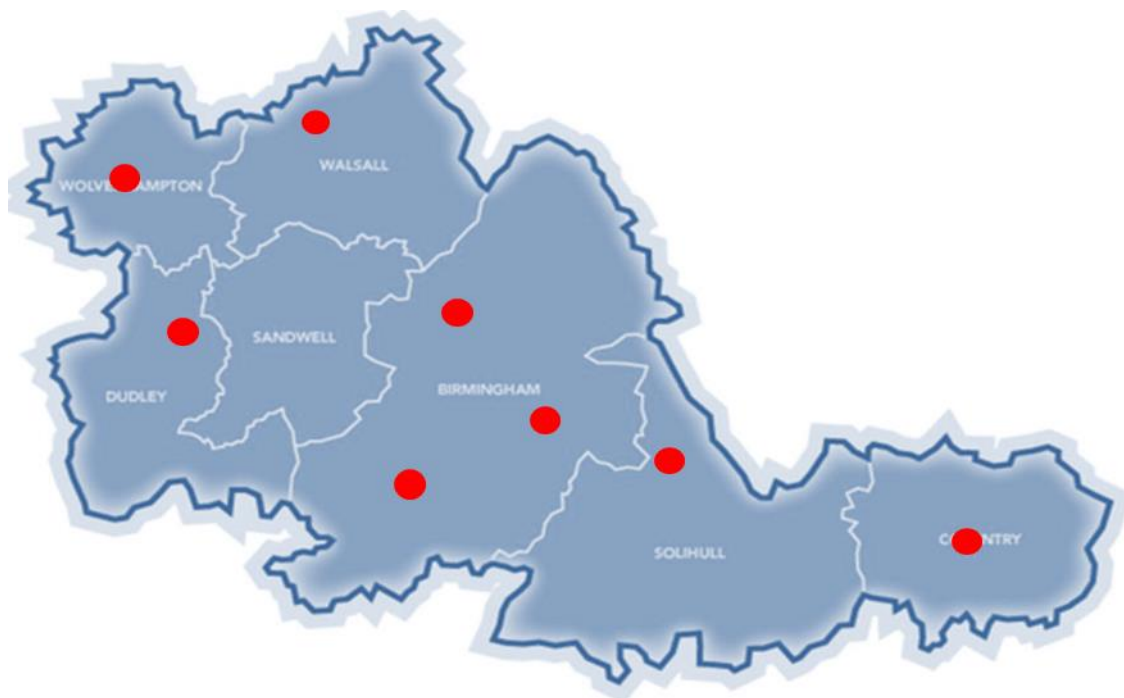


Fig.2 Proposed Location of Response Hubs

Principle 4.

We seek to create a specialist high density custody estate to improve detainee safety, efficiency and support modern services to investigate crime.

29. The force currently has modern, fit-for-purpose Custody suites in Oldbury and Perry Barr; a complementary third block of similar size and capability remains to be built on the Eastern side of the force to the latest design specifications. 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.
30. The new custody block is anticipated to hold 60 cells, offering a total 160 cells across the three hubs in addition to 18 at Wolverhampton. Its delivery will unlock estate activities in the east and enable the closure of older inefficient custody blocks and re-provision of services. The block at Wolverhampton will be retained as well as Bloxwich and Stechford which will be used as resilience sites for emergency use.

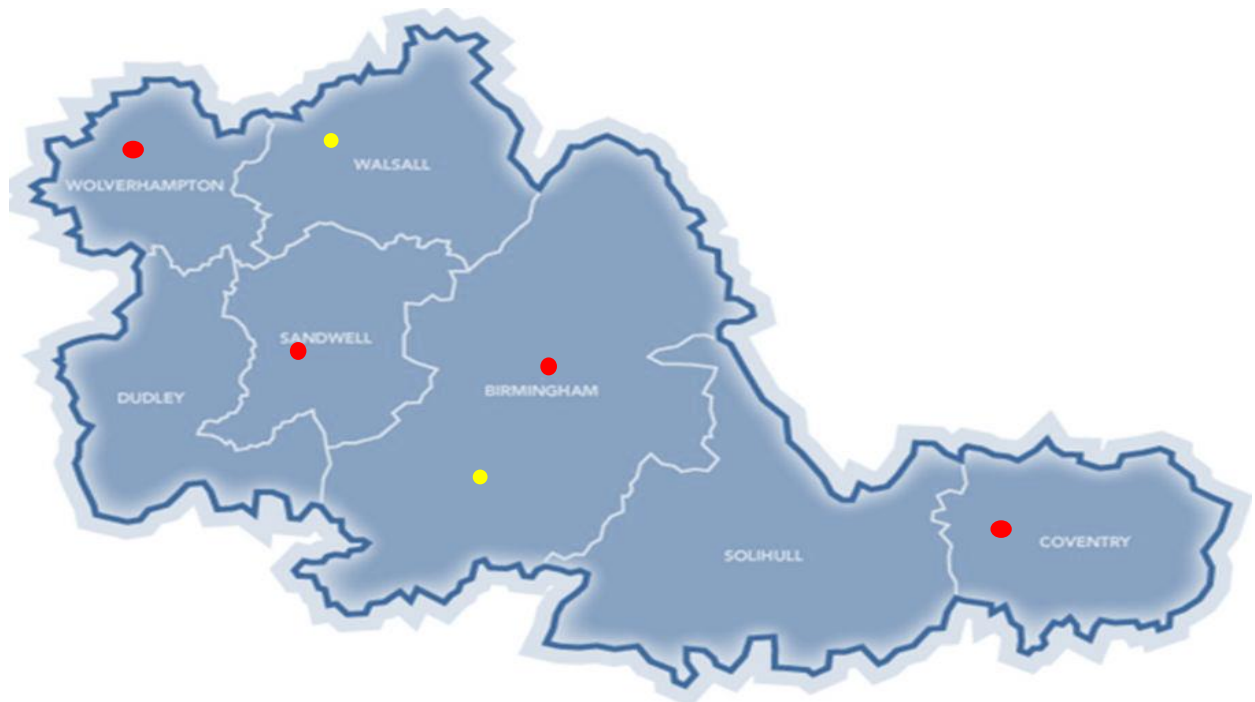


Fig.3 Planned Custody locations

Principle 5.

We have resilient command and control locations (Force Contact Centres).

31. Force Contact currently has a total of five call centre locations (which includes resilience sites). There may be relocations of these sites over the medium term, as opportunities across the estate arise. This will remain, however is under continual review. The pandemic has reaffirmed the value of dispersing call handling and dispatch sites, which also assist with recruitment.

32. Business continuity resilience for the new major event control functions of the C3 building are still housed at the Events Control Suite (ECS) at Tally Ho.

Principle 6.

We aim to support a safe and healthy workforce.

33. A significant feature of the estate strategy has to have a universal standard of accommodation that ensures a safe and productive environment.
34. Although, not originally part of the 2018 strategy, WMP is committed to the wellbeing of staff and the provision of wellbeing spaces such as Gyms is currently under review; the requirement to incorporate such spaces into the force estate will be impact assessed against the current programme of works and addressed accordingly.

Principle 7.

We aim for a modern learning approach and estate to support this.

35. Given the changing operational demands, the uplift in officer and staff numbers and the opportunities for the organisation to move away from more traditional methods of learning, a review is underway, which will set out those revised learning requirements and the potential impact on the Estate. The outcome of this review could change the current strategy for our Tally Ho! site and how it is used going forward, costs for which are not included in the current strategy.
36. Public order training is currently undertaken at Cosford, Staffordshire, an ex-MOD airfield, at which old WWII aircraft hangers and training space are leased by WMP to support the regional policing requirement. A regional agreement to commit to a joint approach to public order training provision is in the process of being signed, this will then lead to a review of the current site and the scale of works required.
37. In anticipation of the revised methods of learning, other sites have been developed (through refurbishment or re-build) to provide greater flexible, multi-purpose space, acknowledging the move towards more remotely accessible learning opportunities.

Principle 8.

We will co locate strategic policing services with national partners where possible.

38. West Midlands Police has a Counter Terrorism Unit and hosts the Regional Organised Crime Unit. The co-location of partners to ensure effective strategic policing responses is a feature of our estate.
39. Early discussions have taken place to explore the relocation of nationally provided policing services within the West Midlands region. This may provide opportunities to co-locate both local, regional and national functions, to improve operational delivery and also leverage national funding/investment into the West Midlands and our current estate. We have identified a number of sites, which may be suitable to host such functions, with the appropriate investment. At this stage, these sites will remain under review whilst discussions continue.

Principle 9.

We require high quality estate to meet forensic regulation requirements.

40. Significant expansion of digital forensics provision, along with Warwickshire collaboration and Uplift across Forensics has put Ridgepoint House under extreme pressure; it is unlikely to continue to provide sufficient capacity for the increased demand, even with extensive refurbishment. An options appraisal has just been initiated to determine a long-term solution for provision of Forensic Services.

Principle 10.

We will seek best value when disposing of surplus estate, having tested alternative uses for unwanted sites

41. At the point of any proposed property disposal, engagement will take place to identify any opportunities relating to social value. The disposal of any WMP property will be undertaken only after specific sign-off by the Police and Crime Commissioner, once satisfied that opportunities for social value have been explored and police presence has been protected.

42. All of our buildings remain under constant review for their effectiveness, condition and above all ability to meet operational policing requirements. We need to ensure that our sites are in the right operational locations and that any disposal decisions reflect uneconomic high cost sites. Any capital receipt from disposal is ringfenced to support further investment in WMP estate.

43. The annual running cost savings (revenue) due to the closure of buildings coupled with improved running efficiency of the refurbished retained estate is still expected to show a reduction in annual revenue costs in excess of £5m pa, which includes an estimated outlay of lease charges for partner estate.

Principle 11.

We will deliver modern, efficient, flexible, agile accommodation

44. Within the modernised estate, we will allocate space by role rather than seniority and look to align ourselves with modern organisations to provide 8-10 m² per workstation, rather than the existing c17m². Where possible (role dependent) work-stations will be shared rather than 'owned' by individuals.

45. We acknowledge the non-specialist nature of many of our business activities, hence modern generic shared office space provision will protect operational resilience.

46. We are aiming to increase the proportion of usable space within a building footprint from c65% to modern standards of c80%. This is underpinned by delivery of agile principles:

- All buildings will have a similar look and feel, covering provision of IT/AV; meeting rooms; furniture etc.
- Enhanced use of technology incorporating mobile devices, Wi-fi and AV connectivity with partners and suppliers.
- NWoW mobility supporting agreed space based on known workstyles; agility ratios for desks; different agility workstyles; touch-down and hot-desking areas.

47. This principle specifically effects our larger police buildings within Neighbourhood Policing Units. With the construction of specialist estate for forensics, command and control, call handling, custody and property and exhibit storage being centralised the traditional police station requires little more than generic office space.
48. Across these larger sites there will generally be a requirement for one larger police station in each Neighbourhood Policing Unit to base Neighbourhood Policing Unit functions and locally based but centrally operated teams. There will also be a requirement for some specialist headquarters accommodation for Force CID, Public Protection and Roads Policing.
49. As the force is adjusting to the uplift, the implications of the pandemic and the financial context these larger sites will be reviewed and opportunities will be explored with local partners.

Factor of note:

National 'Uplift' Programme

50. The initiation of the National Officer Uplift was not known about for the previous strategies. Although an allowance has been made for increased occupational density at most sites, either through additional space or implementation of NWoW; the programme has catered for the initial 270 Neighbourhood officers, but at the time of publication, the deployment location of the remaining 180 Neighbourhood officers is still awaited.
51. A further 750 officers across various roles and departments are in the process of being accommodated across the force estate. The original designs can cater for this uplift, however storage of operational kit is now a principal challenge to ensure the estate can accommodate such volumes of kit in the right locations.

Delivering a Greener Estate

52. The approach to delivering a greener estate focusses on reducing WMP's carbon footprint and improved waste management/generation. It builds on work already undertaken, and planned, improving both the building stock and the engineering installations within them. Influencing and Behavioural change are key under the three guiding principles of *reduce*, *re-use* and *recycle*.
53. An Environmental & Sustainability Manager has been recently recruited; this role will drive activities to improve environmental performance and will identify opportunities to influence colleague behaviours; this will build on the approach already taken by the Corporate Asset Management team; for example, Estates & Fleet Services now report CO₂ emissions to track and monitor performance.
54. Generally police buildings have been constructed according to good practice, but most were not built at a time when there were concerns about low carbon and sustainability. There is therefore a major opportunity (and need) to green WMP's estate.
55. New builds and major refurbishments will aim to exceed Building regulations requirements for energy efficiency by at least 10% and attain a level of 'Very Good' under BREEAM (Building Research Establishment Environmental Assessment Model); this is an established certification scheme designed to encourage better building sustainability.

56. WMP now has a networked building management system - a digital system for monitoring and controlling buildings, including modern controls for most boilers. This means our boilers may not be the most modern, but they are firing as efficiently as they can. Furthermore, a policy of adopting low energy LED lighting as standard for all new and replacement lights has been in place for over 10 years.
57. Voltage optimisation (VO) equipment has been installed in older, larger buildings, typically reducing on-site electricity demand by 10%. Its suitability is not universal and the best sites have already been equipped.
58. Photo-voltaic arrays (PV or solar cells) have been installed at Western and Central Custody and the new Block B at Park Lane. With the right weather conditions, the Custody Block installations allow them to be electrically self-sufficient and make a modest export to the grid.
59. This financial year we have funds to install three more PV arrays; two at Park Lane and one on the roof of Bloxwich police station. To install arrays on the remainder of suitable buildings with the WMP estate is estimated to cost in the region of an additional £2m.
60. Combined heat and power units are installed at Western & Central Custody. These burn gas in an engine to generate electricity and the hot exhaust is used to heat water like a boiler. They are good at extracting the maximum energy possible from gas, but do still release CO₂. They are better thought of as greener, rather than green technology, but do help to lower emissions.
61. Air source heat-pumps have been installed within the air handling units at the recently completed new builds at Logistics Centre and Park Lane; these provide a low carbon heating/cooling solution which is powered by electricity, is complementary to the use of solar pv arrays and will enable further carbon reductions as the grid decarbonises. A related technology to air-sourced heat pumps is variable refrigerant flow and these have been installed at the Logistics Centre and Park Lane. Like heat pumps they are a refrigerant based technology and directly heat and cool spaces in these buildings.
62. Shifting the police vehicle fleet from hydrocarbon fuel to electricity is a major step in improving sustainability and the estate has a key part to play in this by providing the electrical infrastructure to charge vehicles. Most large sites now have EV chargers (over 40 in total) and all new and refurbished sites have provision to meet current and medium term needs. Wherever possible we are future-proofing sites by installing cable trenches and sub-station bases to allow future expansion. We now specify 22kW chargers to allow faster charging (a typical plug in domestic charger is 3kW). We are also assessing new charging technologies and are participating in a Government funded trial of V2G (vehicle to grid) technology at Lloyd House, in which the charge from unused cars can be extracted to deal with high demands elsewhere.

Financial Implications

63. The sale of buildings indicated and improved efficiencies of the future retained estate identified in this paper, coupled with an estimated outlay of lease charges for partner estate still project a reduction in annual revenue costs of £5m, a reduction in backlog maintenance costs of in excess of £24m and potential capital receipts in excess of the 2018 quoted figure of £40m. Any costs associated with the disposal of these buildings will be met through existing devolved budgets.

64. The programme will be funded from a combination of capital receipts (site disposals), earmarked reserves and additional long term borrowing. Decisions on borrowing will be made in line with the Treasury management strategy, which is annually approved by the Joint Audit Committee and timed to achieve the lowest rate available.
65. The release of buildings and extensive refurbishment/re-build of the remaining estate, together with the effective elimination of the current backlog maintenance was to have a net cost of approximately £56m in the 2018 strategy financial model.
66. However, the delay of over 18 months caused by the pandemic means that costs will be inflated more than originally planned. More detailed analysis of individual site costs against the affordability envelope will be undertaken as each project is approved.

Legal Implications

67. Schedule 1, paragraph 14, sub-section 1 of Police Reform and Social Responsibility Act 2011 provides for the PCC to do anything, which includes by virtue of sub-section 2(b) acquiring and disposing of property including land.
68. In accordance with the Policing Protocol, while decisions relating to the operational use of a police premises rest with the Chief Constable and those under his or her direction and control, decisions relating to the disposal of assets held by the Police and Crime Commissioner rest with the Police and Crime Commissioner.

Equality Implications

69. A full EQIA assessment has been prepared and approved at programme level. Additionally, equality assessments are built into the planning cycles of the individual projects.

Next Steps

70. The Board is asked to note and endorse the refreshed estates strategy principles as set out in this paper.
71. The paper does not address the specific details of individual police stations. The Force is conscious that proposals for individual locations are always matters of public and political concern. The previous strategy created concerns over the fate of individual sites by identifying proposed disposals some years ahead. As we are well aware many of these sites remain in our estate. This reflects the changing context we operate within, the complexity of re provision and the timescales estate changes take place over.
72. Having reset the design principles the force will re-apply these principles to the estate to identify an optimal strategy that reflects the new context of a larger force. There is no question some of the sites the force has previously identify for disposal will remain in this position.
73. It is proposed that the Force should engage in specific consultation with partners and the public when a more realistic horizon exists for disposal and re-provision for individual locations. The force will be more able to articulate “what next” as opposed to simply “what is being lost”. This approach has worked well to date with individual sites that have been replaced.

Recommendations.

74. The Commissioner is asked to endorse the principles and support the force to reapply these principles to the existing estate.

Sir David Thompson QPM DL

Chief Constable.

West Midlands Police and Crime Panel

18 October 2021

Recent Police and Crime Commissioner Key Decisions: July 2021 – October 2021

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

Further details of non-confidential decisions, including reports and supporting documents are available on the PCC website: <https://www.westmidlands-pcc.gov.uk/decisions/>.

[PCC Decision 032-2021 Language Services](#)

13 Sept 2021 - Decision 032-2021 is a confidential decision relating to the provision of language services.

[PCC Decision – 029-2021- S22 Collaboration Agreement](#)

1 Sept 2021 - Decision – 029-2021- S22 Collaboration Agreement is a confidential decision relating to Firearms and Explosives Licensing.

[PCC Decision - 031-2021 Site Acquisition for Eastern Custody Site](#)

17 August 2021 - Decision 031-2021 is a confidential decision relating to the site acquisition for Eastern Custody Site: Former site of Covrad Heat Transfer, Sir Henry Parkes Road, Canley, Coventry.

[PCC Decision 030-2021 Mutual Aid Arrangements](#)

28 July 2021 – Non Confidential Decision 030-2021 The s60 Agreement enabled the Police Ombudsman for Northern Ireland to deal with complaints against West Midlands police officers serving in Northern Ireland, should any arise during the course of mutual aid arrangements to the Police Service of Northern Ireland.

[PCC Decision 028-2021 – CARS](#)

13 July 2021 – PCC Decision 028-2021 is a confidential decision relating to the substance misuse referral service.

[PCC Decision 027-2021- Body Worn Video](#)

12 July 2021 – PCC Decision 027-2021- Body Worn Video is a confidential decision relating to body worn video.

Agenda Item 10

Report of: Secretary of the West Midlands Police and Crime Panel

Date: 18 October 2021

West Midlands Police and Crime Panel Work Programme 2021/2022

Members are invited to note the outline Police and Crime Panel Work Programme set out below and suggest items for inclusion.

Table 1: outline work programme

Meeting Dates	Items
12 July 2021	<ul style="list-style-type: none"> • Election of Panel Chair and Vice Chair • Appointment of Independent Panel Member • Panel Rules of Procedure and Panel Arrangements
13 September 2021	Informal meeting
18 October 2021	<ul style="list-style-type: none"> • Review of the draft West Midlands Police and Crime Plan • Update on Estate Strategy
2 November 2021	<ul style="list-style-type: none"> • Annual National Police (Fire) and Crime Panel Conference (Warwick)
8 November 2021	<ul style="list-style-type: none"> • Panel budget and expenditure monitoring • Panel annual complaints monitoring
10 January 2022	<ul style="list-style-type: none"> • PCC draft policing precept and budget proposals 2021/22
31 January 2022	<ul style="list-style-type: none"> • Review of PCC's precept proposal (Statutory Task)
14 February 2022	<ul style="list-style-type: none"> • <i>Provisional meeting if Precept Veto</i>
14 March 2022	

To be programmed

- Member visits