

West Midlands Police and Crime Panel – 1:30pm, 14 March 2022

Sandwell Council Chamber, Freeth Street, Oldbury, B69 3DB.

This meeting will be livestreamed at <https://civico.net/sandwell>

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

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Agenda

Supporting Document	Item	Topic	Approximate time
	1	NOTICE OF RECORDING AND WEBCASTING This meeting will be webcast for live and 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.	13:30
	2	APOLOGIES	
	3	PANEL MEMBERSHIP To note that Councillor Bob Piper (Sandwell) has been appointed to replace Councillor Carmicheal on the Panel for the remainder of the 2021/22 Municipal Year.	
	4	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.	
	5	PUBLIC QUESTION TIME To receive questions from members of the public notified to the Panel in advance of the meeting. Any member of the public who lives, works, or studies in the West Midlands (other than police officers and police staff) can ask a question at the meeting about the Panel's role and responsibilities. Questions must be submitted in writing 4 days before the meeting to wmpcp@birmingham.gov.uk	13:35

Supporting Document	Item	Topic	Approximate time
Attached	6	MINUTES AND LASTEST ACTION TRACKER To confirm the following minutes and note the latest Action Tracker 29 November 2022 31 January 2022	13:50
	7	SIR DAVID THOMPSON QPM DL - CHIEF CONSTABLE WEST MIDLANDS POLICE The Chief Constable has been invited to address the Panel.	13:55
Attached	8	REBUILDING NEIGHBOURHOOD POLICING Report of the Police and Crime Commissioner The Panel is asked to consider the progress towards the objectives in the West Midlands Police and Crime Plan 2021-2025 relating to community policing.	14:30
Attached	9	NATIONAL POLICING PRIORITIES AND POLICE AND CRIME PLAN SCORECARD Report of the Police and Crime Commissioner The Panel is asked to consider progress towards Key Performance Indicators of the Police and Crime Plan and the quarterly statement on National Policing Priorities	15:00
	10	POLICE AND CRIME COMMISSIONER UPDATE AND KEY DECISIONS The Police and Crime Commissioner will update the Panel on recent activity. The Panel is asked to note the recent Key Decision.	15:30
Attached	11	RECRUITMENT PLAN – WEST MIDLANDS POLICE CHIEF CONSTABLE Report of the Police and Crime Commissioner	15:40
Attached	12	WEST MIDLANDS POLICE AND CRIME PANEL BUDGET 2022/23 AND EXPENDITURE 2021/22 Report of the Panel Lead Officer	15:45
To Follow	13	ANNUAL REPORT OF COMPLAINT HANDLING Report of the Panel Lead Officer	15:50
To Follow	14	MEETING DATES 2022/2023 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.	15:55

MINUTES OF THE MEETING OF THE WEST MIDLANDS POLICE AND CRIME PANEL HELD ON 29 NOVEMBER 2021 AT 14:00 HOURS – WOLVERHAMPTON CIVIC CENTRE

PRESENT: -

Cllr Paul Bradley – Dudley
Cllr Mick Brown – Birmingham
Cllr Yvonne Clements – Solihull
Cllr Jasbir Jaspal – Wolverhampton
Cllr Abdul Khan - Coventry
Kristina Murphy - Independent Member
Cllr Waheed Rasab - Walsall
Cllr Suky Samra – Walsall
Lionel Walker – Independent Member

ALSO PRESENT: -

Simon Foster – West Midlands Police and Crime Commissioner
Jonathan Jardine –Chief Executive, OPCC
Mark Kenyon – Chief Finance Officer, OPCC
Richard Costello – Head of Communications, OPCC
Christian Scade – Interim Head of Scrutiny and Committee Services, BCC
Sarah Fradgley– Panel Scrutiny Officer, BCC

611 NOTICE OF RECORDING

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

612 APOLOGIES

Apologies for non-attendance were received on behalf of Cllr Jones (Sandwell), Cllr Gibbin (Solihull), Cllr Suleman (Birmingham) and Kevin O’Keefe (Panel Lead Officer).

613 DECLARATIONS OF INTEREST

None declared.

614 MINUTES OF LAST MEETING

Further to Minute no. 606, the Chair thanked the Police and Crime Commissioner for his response to the Panel’s report on the draft Police and Crime Plan 2021-26 and for taking on board the Panel’s suggestion to publish an accessible and easy-read summary version of the Plan. He further thanked the PCC for his commitment to presenting regular performance monitoring reports to the Panel.

RESOLVED: -

That the minutes of the meeting held on 18 October 2021 be confirmed as a correct record.

615 PUBLIC QUESTION TIME

No public questions were submitted.

616 PANEL MEMBERSHIP – INDEPENDENT PANEL MEMBER

Further to Minute No. 593, the Panel Scrutiny Officer presented the report setting out the process for co-opting a third independent panel member in line with the Panel Arrangements, legislative requirements, and HR best practice.

The report recommended the panel apply to the Secretary of State to co-opt a third independent panel member, and subject to approval, appoint the second-place candidate identified by the panel's selection panel in June 2021. It was noted that statute required a unanimous decision of the panel to progress this matter.

A vote of Panel Members present resulted in an 8:1 majority in favour of the recommendation. However, as a unanimous decision could not be reached the recommendation was not carried.

617 PANEL INQUIRY INTO PUBLIC CONFIDENCE IN POLICING – UPDATE AND NEXT STEPS

The Panel noted the progress with the drafting of the report and recommendations of its Public Confidence in Policing inquiry, and agreed the next steps associated with publication of the final report.

RESOLVED: -

- i. That the progress with the Police and Crime Panel's Public Confidence in Policing inquiry report be noted;**
- ii. Panel Members be sent an updated draft and given the opportunity to make final comments; and**
- iii. Finalisation of the report be delegated to the Panel Chair in consultation with the Panel Lead Officer.**

618 POLICE AND CRIME COMMISSIONER ANNUAL REPORT 2021/2022

In accordance with the Police Reform and Social Responsibility Act, the Panel considered the Police and Crime Commissioner Annual Report April 2020 to March 2021. Jonathan Jardine OPCC Chief Executive advised that the reporting schedule meant this report captured the activity across the term of office of the previous Police and Crime Commissioner.

Mr Jardine highlighted the key achievements and challenges detailed in the report and explained in detail the context of the period: rising recorded crime, declining public confidence in the police across the UK, the changing patterns of criminality, the impact of the Covid-19 pandemic and police funding pressures.

During the course of the discussion the following points were raised: -

- Reflecting on the recent HMICFRS Peel Inspection of the Force and published crime statistics, the meeting was advised the increase in recorded crime was partly down to better recording practices within the force. The number of domestic violence incidents police attended were flat, however the number of crimes recorded per incident had risen. There had also been a dramatic increase in reported cases of sexual offending and stalking. It was

further noted HMICFRS inspectors had commented that the force has limitations in capacity (resources) to meet the demand for its services.

- The Panel discussed the data on police complaints. Mr Jardine explained the widening of the definition of a police complaint to “any expression of dissatisfaction of service” had led to the sharp increase in the number of complaints received. The PCC assured the meeting that he would continue oversight of the complaints process including examining the rate of expressions of dissatisfaction classified into formal complaints. The PCC expressed disappointment on hearing a panel member’s report that some complainants felt they had not received a fair hearing or appropriate investigation into their complaint.
- The PCC highlighted that he continued to ringfence funding for Community Safety Partnerships from the main police grant, allocated through a combination of overarching force-level commissioned services (MARAC and Domestic Homicide Reviews), and a devolved funding element for local projects. Community Safety Partnership priorities were identified in its Strategic Assessment. A commissioning page was due to be launched on the PCC’s website, providing a breakdown of all services commissioned directly or via the CSPs. A link would be sent to Panel members.
- Responding to concern that less progress had been made addressing disproportionality of Asian people subject to stop and search, and criticism made about the phase in the annual report ‘there is clearly more work to be done’, the OPCC gave assurances that whilst disproportionality overall had reduced, research into the reasons for ethnic disparities was underway. In addition, the Fairness and Belonging Plan was examining all police processes to identify disproportionality.
- Current recruitment statistics indicated 20-25% of new recruits were from a non-white background, sometimes peaking at 30%. The online recruitment process had facilitated proportionality gains.
- The meeting discussed the range of factors contributing to the fall in public confidence in the police, including structural factors such as loss of 2000 officers since 2010, the changing nature of crime, and the increase in officers in less visible roles through the expansion of investigative departments (CID, Organised Crime, Public Protection and Counter Terrorism). And suggested learning from similar forces where public confidence in the police was starting to pick up. The PCC highlighted his commitment to rebuilding neighbourhood policing to build local problem solving, proactive action and enforcement.
- Concern was expressed that the falling victim satisfaction response rates would have an impact on the level of data to inform strategy. Mr Jardine acknowledged the need to find a methodology to better understand victim satisfaction, including how to capture data in difficult environments.
- The Panel welcomed the PCC commitment to continue to challenge local car manufacturers to address vulnerabilities in the security of keyless cars.

RESOLVED: -

- i. **That the Police and Crime Commissioner’s Annual Report 2020-2021 be received; and**
- ii. **The Panel’s report of the review be presented to the Police and Crime Commissioner.**

619 POLICE AND CRIME COMMISSIONER KEY DECISIONS AND UPDATE

The Panel received and noted the list of key decisions made by the Police and Crime Commissioner since the October 2022 meeting.

Members sought clarification as to why the details of some PCC key decisions could not be viewed by the public. It was explained that the OPCC could not publish decisions associated with commercial confidentiality or operational sensitivities and the OPCC compliance with publishing restrictions was monitored.

The PCC reported on his recent observation of the policing of the night-time economy in Birmingham and praised the collaboration between the police, security, business owners and health services. He referred to the priority to catch perpetrators of 'spiking' and advised the meeting that that free rapid drug testing was available, and victims would not face prosecution if they had taken another substance during an evening out.

RESOLVED: -

That the recent key decisions taken by the Police and Crime Commissioner be noted.

620 MEASURING PERFORMANCE - POLICE AND CRIME PLAN AND THE NATIONAL CRIME AND POLICING MEASURES

Jonathan Jardine, OPCC Chief Executive, presented the report setting out how the OPCC intended to monitor performance against the Police and Crime Plan 2021-2025, and fulfil new statutory duties relating to the publication of performance information required for the National Policing Priorities.

Mr Jardine explained quarterly performance monitoring reports would be presented to the PCC's Strategic Policing and Crime Board from January 2022, alongside a programme of thematic reports providing a narrative.

The Panel reflected upon its approach to understanding and reviewing performance data to inform its scrutiny of the PCC. The OPCC undertook to present quarterly performance reports to Panel. The Chair asked panel officers to liaise with OPCC to develop an initial briefing session for Members.

The Panel sought assurance that performance information would be accessible to the public in a digestible format and asked for contextual information be published alongside performance data.

The Panel discussed the Police and Crime Plan performance framework and the combination of numerical targets, trajectory targets and KPIs that would be monitored, noting that work to determine how data was to be collected in some areas was ongoing (for example, measuring the impact of activity and resources invested in neighbourhood policing).

It was suggested the public might find the trajectory target to reduce firearm discharges ambiguous, particularly for those living in communities where firearms were discharged routinely. The meeting was assured that gun crime was the focus of co-ordinated enforcement and diversionary activity. A numerical target risked perverse behaviour and a trend measure was deemed most appropriate and showed the extent of the threat and legitimatised conversations about where police resources be allocated.

Responding to questions about the collaboration between OPCC and WMP publicity and communications. The Head of OPCC Communications advised that his team worked closely with counterparts in WMP to align activity to maximise reach and messaging on joint work. The team used a multi-channel approach to engage with a local population of 3m people, highlighting the recent campaign on domestic abuse and changing attitudes towards violence against women and girls. He undertook to feedback to a future Panel on publicity about the Fairness and Belonging Plan and recruitment. The Panel was informed that the OPCC took a proportionate approach to

promoting events based on the audience. He further reported that a pilot had been conducted to inform wider improvements to the quality of WMNow content and undertook to feedback to WMP the Panel suggestion that more publicity on firearm seizures was needed.

RESOLVED: -

- i. That the report be noted;**
- ii. Panel Officers and OPCC develop a briefing session for members on performance monitoring; and**
- iii. The OPCC be invited to feedback to a future meeting on communications and publicity plans in relation to the Fairness and Belonging Plan and Recruitment.**

621 ESTATE STRATEGY UPDATE

The Commissioner presented the report and updated the Panel on the outcome of the recent review of the WMP Estate Strategy. He advised the Panel that he had invited the Chief Constable to review the 2018 WMP estates strategy in view of the impact of Covid and recruitment of additional officers through National Uplift. The PCC's Strategic Police and Crime Board initially considered the forces' 11 principles to be applied to the police estate review and the subsequent recommendations of the Chief Constable.

The PCC summarised the purpose of the revised estate strategy and clarified it retained the existing number of 10 public contact police stations where the public could visit to report crimes and speak directly to the police, would increase dedicated response hubs across the region from 6 to 8, and ensure neighbourhood police would be based in local communities.

The PCC assured the meeting that no disposal would take place before he was satisfied suitable alternative provision was in place and that every effort had been made to realise social value from the disposal.

The Panel suggested this was an opportunity to build public confidence and that public engagement and communication were essential to communicate the proposals and address public perceptions that the strategy just focused on closing stations. Early communication of the alternative front desk locations would also reassure the public. The PCC noted community engagement would be important when identifying suitable alternative locations and exploring co-location options and a timeline associated with communication and engagement would be developed, but there was still several years before the disposal process began.

Responding to a question about Solihull police station, the PCC confirmed the pledge remained to replace it with a suitable alternative within Solihull Town Centre, and the location was a matter of ongoing discussion with Solihull MBC.

Responding to questions about the geographical considerations given to the location of the response hubs, the PCC noted this had been carefully reviewed by the Chief Constable and had led to an additional two hubs.

The PCC was asked if he was satisfied the strategy provided sufficient capacity for the National Uplift of police officers and whether 10 front desks were sufficient for a region of 3m residents, the PCC reiterated that this was an operational decision taken by the Chief Constable based on Chief's assessment of what estate was required to effectively and efficiently police the West Midlands.

The Panel agreed to support the PCC's campaign seeking an additional 1,000 police officers and a fair funding settlement for the West Midlands and undertook to write to the Policing Minister in support.

RESOLVED: -

- i. That the report be noted; and**
- ii. That the Panel write to the Policing Minister in support of the PCC's campaign seeking a fair funding decision for the West Midlands**

622 PANEL WORK PROGRAMME 2021/2022

RESOLVED: -

That the Panel work programme be received and noted

Drawing the meeting to a close the Chair wished everyone a safe Christmas and happy New Year.

The meeting ended at 15:30 hours

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CHAIR

MINUTES OF THE MEETING OF THE WEST MIDLANDS POLICE AND CRIME PANEL HELD ON 31 JANUARY 2022 AT 14:00 HOURS – SANDWELL COUNCIL CHAMBER

PRESENT: -

Cllr Alex Aitken – Birmingham
Cllr Paul Bradley – Dudley
Cllr Yvonne Clements – Solihull
Cllr Daniel Gibbin - Solihull
Cllr Jasbir Jaspal – Wolverhampton
Cllr Abdul Khan - Coventry
Kristina Murphy - Independent Member
Cllr Waheed Rasab – Walsall
Cllr Zee Russell - Wolverhampton
Cllr Suky Samra – Walsall
Cllr Kindy Sandhu – Coventry
Cllr Saima Suleman – Birmingham
Lionel Walker – Independent Member

ALSO PRESENT: -

Simon Foster – West Midlands Police and Crime Commissioner
Cllr Nicky Brennan – West Midlands Victims’ Commissioner
Jonathan Jardine –Chief Executive, OPCC
Mark Kenyon – Chief Finance Officer, OPCC
Sarah Fradgley– Panel Scrutiny Officer, BCC
Christian Scade – Interim Head of Scrutiny and Committee Services, BCC

623 NOTICE OF RECORDING

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

624 APOLOGIES

Apologies for non-attendance were received on behalf of Cllr Carmicheal, Cllr Jones, Cllr Shaeen (Sandwell), Cllr Khan (Coventry) and Kevin O’Keefe (Panel Lead Officer)

625 PANEL MEMBERSHIP

The Panel noted that Cllr Alex Aitken (Birmingham) has been appointed to replace Cllr Mick Brown on the Panel for the remainder of the 2021/22 Municipal Year.

626 DECLARATIONS OF INTEREST

None declared.

627 MINUTES

The Chair advised that the minutes of the last meeting would be presented to the next meeting.

628 PUBLIC QUESTION TIME

The Chair reported that a public question had been submitted. However, it would not be presented as it related to a personal matter and did not meet the Panel's public question criteria.

629 COUNCILLOR NICKY BRENNAN - WEST MIDLANDS VICTIMS' COMMISSIONER

The PCC introduced Cllr Nicky Brennan, West Midlands Victims' Commissioner.

Cllr Brennan outlined her role supporting the PCC to fulfil his Police and Crime Plan by amplifying the voice of victims and acting as an advocate across the criminal justice system to shape policy and services. Through chairing the Victims Commission, she facilitated collaboration between a wide range of partners and experts to ensure appropriate and effective support was commissioned to help victims cope and recover.

She highlighted several work streams and programmes including her work with criminal justice partners to improve access to timely justice, raising awareness of the 12 rights of the Victim's Code so all victims understood what service to expect from agencies, and a range of new programmes providing emotional and practical support to victims of hate crime.

Cllr Brennan spoke of her commitment to combatting violence against women and girls and domestic abuse. She welcomed the increase in the number Independent Domestic Abuse Advocates to help victims navigate the criminal justice system and had lobbied to extend the provisions of the Domestic Abuse Bill so that victims with no recourse to public funds could access the same support.

The meeting was presented with examples of billboard and radio adverts for the 'No Excuse for Abuse' campaign that encourage men to be upstanders and call out attitudes and behaviours that made women feel unsafe. Members praised the campaign and suggested it be translated to different languages.

The meeting acknowledged the importance of preventing harmful behaviours and perceptions and noted that an education programme focusing on healthy relationships, behaviours and consent was delivered by the Violence Reduction Unit to pupils including nursery settings.

Responding to questions from members about safety in the night-time economy, Cllr Brennan welcomed the change of approach of venues to identify and look after vulnerable patrons. The meeting noted the national #AskAngela initiative where bar staff would discreetly help someone out of an unsafe situation. Cllr Brennan agreed to take forward the suggestion she contact local authorities and link with local initiatives to tackle violence against women and girls.

Responding to questions about how the impact of support programmes were assessed, Cllr Brennan advised that commissioned services were required to report back on outcomes, and victim

satisfaction data and feedback were examined. Cllr Brennan undertook to investigate how the response rate of victim satisfaction surveys could be improved and report back to the Panel on this.

The meeting discussed the frustrations of victims of less serious crimes about a lack of visible police response and reflected on the knock-on effect for victims of resourcing pressures of the police, the wider criminal justice sector, and organisations such as Citizen Advice. Responding to the further questions, Cllr Brennan undertook to compare the WMP Victims' Right to Review policy with the legislative provisions and assured the meeting that dip sampling of police complaint outcomes about domestic abuse was conducted.

RESOLVED: -

- i. **That the information presented to the Panel be noted**
- ii. **Cllr Brennan, West Midlands Victims' Commissioner be invited to report back to a further meeting on improving victim satisfaction survey response rates and her examination of local Victims' Right to Review provisions.**

630 POLICE AND CRIME COMMISSIONER'S REVENUE BUDGET AND CAPITAL PROGRAMME AND PROPOSED PRECEPT FOR 2022/2023

The Commissioner introduced the report setting out his proposals for the 2022/23 Revenue Budget, the Capital Programme 2022/23 to 2025/26, and proposed Precept for 2022-2023. The report detailed the grant settlement for the West Midlands and identified the budget pressures and level of savings required to achieve a break-even budget.

Further to the report, the Commissioner informed the meeting that his public budget consultation found 67% (407) supported a precept increase, and consultation with the business community and council leaders received no objections.

The Commissioner and Mark Kenyon OPCC Chief Finance Officer, responded to questions from panel members and the following points were raised in the debate:

- The PCC proposed to increase the policing precept for a Band D property by £10 for 2022/23 would generate an income of £9.3m.
- Members asked how any increase of inflationary pressures on the budget above the estimated £24m would be managed. Mr Kenyon confirmed he was confident the budget was robust and increased costs would be managed through in-year budgeting by departments to deliver a balanced budget.
- Panel members were told that the required budget savings of £11.3m would be identified through a Priority Based Budgeting process and exploring other saving options, such as delays to non-essential spending and phasing recruitment of police staff. It was noted that budget saving could not impact on the fulfilment of the police officer Uplift Programme, requiring the rest of the budget to flex around this fixed element.
- Members asked how WMP would afford the additional officers given the anticipated budget pressures in future years. It was explained that national procurement opportunities would be exploited to reduced spending on supplies and service costs.
- The PCC was asked if he planned to review OPCC costs and he highlighted that upon taking office he had cut the cost of the Strategic Policing and Crime Board by 40% and the OPCC would also undertake a Priority Based Budgeting review.

- The meeting discussed the capital programme. Concern was expressed about the rationale for part funding the capital programme through revenue budget contributions, and further detail was requested. Members asked if commitments in the capital programme would be reviewed considering the predicted longer-term budget pressures. Mr Kenyon explained that a lot of the capital items were not optional in the long-term. He advised that the Medium-Term-Financial Plan would be refreshed in the summer which would set out more detail and undertook to present it to the Panel in September 2022.
- Members sought assurance on the delivery of anticipated savings identified in the WMP2020 change programme. Mr Kenyon confirmed the budget assumed significant efficiency savings identified through WMP2020. However, WMP would continue to invest in new technology through a continuous change programme. Ongoing investment had been budgeted to fulfil the remaining WMP2020 projects (Estate Strategy and Connect).
- Responding to the request at the last meeting for further details of the grant funding and external income received, Mr Kenyon referred members to the Income and Expenditure table in appendix 1 of the report.
- Mr Kenyon further clarified the agency staff costs were included in the police staff pay budget and this year spend was £662k, and £295k estimated spend for next year.
- Members discussed the level of reserves held and the planned use of £8m to support the capital programme. Mr Kenyon confirmed that the level of reserves was adequate but at a minimum level and there was no intention to use the £12m Emergency Reserve.

Concluding the debate, the Chair reminded the Panel of its responsibilities under Section 5 of the Police Reform and Social Responsibility Act. Members suggested the report to the PCC include recommendations to expand public information on the precept and budget to include the contextual information to the precept decision, considering how best to communicate this in light of falling public confidence in the police; that the Medium-term-financial-plan be presented to Panel in September 2022; and that the PCC present budgetary comparisons with similar forces when setting next year's budget.

Following a vote of members present, it was:

RESOLVED: -

- i. The Police and Crime Panel supports the Police and Crime Commissioner's proposed Band D precept for 2022/2023 of £187.55, an increase of £10 compared to 2021/2022.**
- ii. The following recommendations be included in the Panel report to the Police and Crime Commissioner:**
 - a. The Commissioner presents his Medium-Term Financial Plan to the Panel in September 2022 to provide members with greater details of the budget.
 - b. The Commissioner expands the content of the usual council tax leaflet, and wider publicity on the precept, to provide the public with contextual information explaining the reasons for the precept increase.
 - c. The Commissioner compares the budgets of the most similar forces and feedbacks to the Panel when setting the budget.
- iii. That the Police and Crime Commissioner be invited to respond to the Panel report and recommendations; and**
- iv. That the report and Commissioner's response be published on the Panel website www.westmidlandspcp.co.uk.**

631 POLICE AND CRIME COMMISSIONER UPDATE

The Commissioner updated the Panel on the following:

- He thanked the efforts of WMP in bringing the recent siege in Coventry to a safe conclusion and the support of the local community. The Coventry Member thanked the police for the assurance provided to local residents.
- Referring to the recent announcement of Chief Constable Sir David Thompson's retirement, he advised that a timetable to appoint a new Chief Constable, which included a Panel confirmation hearing, would be developed. The Commissioner invited the Panel to nominate a representative to observe the interview and stakeholder aspects of the process.
- He reported that 132 firearm seizures had been made by the Force in 2021 and undertook to report back to the Panel regarding the number of direct criminal justice outcomes.
- At his recent annual Business Summit firms had been encouraged to employ ex-offenders.

The Commissioner was asked to comment on media reports of 400 violent crimes a day in the West Midlands. He assured the meeting that he and WMP were committed to tackling violent crime through additional police activity in hot spot areas, rebuilding community policing and a focus on early intervention and prevention through education and youth services coordinated by the Violence Reduction Unit.

Responding to questions about the precise allocation of 450 community police officers, the Commissioner explained that he held the view that every area would benefit. However, officer deployment was an operational decision of the Chief Constable who would have regard to crime levels and social and economic factors. The Commissioner undertook to respond directly to the Walsall panel member on specific questions.

RESOLVED: -

- i. **That the update provided by the Police and Crime Commissioner be noted;**
- ii. **The Commissioner report back on the number of criminal justice outcomes relating to the 132 firearm seizures in 2021; and**
- iii. **The Commissioner respond directly to the Walsall Panel member to specific questions about local community policing.**

632 PANEL WORK PROGRAMME 2021/2022

RESOLVED: -

That the Panel work programme be received and noted.

The meeting ended at 16:15 hours

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CHAIR

Date 14 March 2022

Outstanding Actions

Minute No.	Date	Action	Update
617	Nov 2021	Panel Inquiry on Public Confidence in Policing finalised and presented to PCC for response	Report and recommendations sent to PCC seeking response by 31 March 2022
620	Nov 2021	The OPCC to feedback to a future meeting on communications and publicity plans in relation to the Fairness and Belonging Plan and Recruitment.	To be programmed
629	Jan 2022	Cllr Brennan, West Midlands Victims' Commissioner be invited to report back to a further meeting on improving victim satisfaction survey response rates and her examination of local Victims' Right to Review provisions.	To be programmed
630	Jan 2022	The PCC present his Medium-Term Financial Plan to the Panel in September 2022 to provide members with greater details of the budget.	September meeting date to be arranged
630	Jan 2022	Panel report on precept with recommendation to expand content of the council tax leaflet, and wider publicity on the precept, to provide the public with contextual information explaining the reasons for the precept increase.	Recommendation sent to PCC
630	Jan 2022	The Commissioner compares the budgets of the most similar forces and feedbacks to the Panel when setting the budget.	To be programmed
631	Jan 2022	The Commissioner report back on the number of criminal justice outcomes relating to the 132 firearm seizures in 2021.	

Completed Actions:

Minute No.	Date	Action	Update
596	July 2021	Panel Officers and OPCC liaise to develop a programme of member briefing and visits to Lloyd House and other parts of the police service and speak to officers to inform their understanding of the different areas of work and view the mobile technology.	Completed: Visit 4 February 2022: OPCC Communications, Policy, Commissioning and Grants, data and performance Head of Audit Tour of Lloyd House Force contact and Control Room Demo on Mobile Technology
594	July 2021	The Panel Office present a report on the process for applying to the Secretary of State to appoint a third independent co-opted member.	Completed: Presented 18 October 2021
596	July 2021	PCC report to a future meeting on his Estates Strategy review.	Completed: Update reports presented to panel 18 October 2021 and 29 November 2021
606	Oct 2021	<p>The Panel’s review of Police and Crime Plan 2021-25 presented to PCC recommending</p> <ul style="list-style-type: none"> - summary version of the plan in an accessible format listing the objectives into short-term, medium-term, and long-term. - including baselines alongside terms such as ‘increasing’, ‘reducing’, ‘historically’ to inform the public of the starting points. - Regular progress update reports to the Panel 	Completed: PCC responded 1 November 2021
620	Nov 2021	Panel Officers and OPCC develop a briefing session for members on performance monitoring	Completed: Sessions held at 4 February 2022 member visit and online briefing 14 February 2022.
621	Nov 2021	The Panel write to the Policing Minister in support of the PCC’s campaign seeking a fair funding decision for the West Midlands	Completed: Chair wrote to Policing Minister December 2021

Report of: Panel Lead Officer

Date: 14 March 2022

Police and Crime Plan Objective: Rebuilding Neighbourhood Policing

1. Purpose of Report

- 1.1 The attached report sets out progress towards fulfilling the Police and Crime Plan objectives relating to community policing.

2. Recommendation

That the Panel note the information contained in the report.

3. Background and Panel Role

- 3.1 The Police and Crime Panel provides the ‘checks and balances’ in relation to the performance of the Police and Crime Commissioner. The Police and Crime Plan is the key document by which the performance of the Commissioner is measured.
- 3.2 The Plan is split into six sections covering the major priorities of the Commissioner:
- Section 1: West Midlands Police and Rebuilding Community Policing
 - Section 2: Working in Partnership Locally
 - Section 3: Police Collaboration
 - Section 4: Civic leadership and campaigning for change
 - Section 5: Good governance, transparency, equality and public engagement
 - Section 6: Funding, grants, resources, police precept and financial planning
- 3.3 The Panel has agreed to take a systematic approach to examining the Commissioner’s progress towards fulfilling the objectives of the Police and Crime Plan 2021-2025 and the 31 March 2022 session will focus on Section 1.
- 3.4 The Commissioner has submitted a copy of the report presented to his Strategic Policing and Crime Board on 21 December 2021 for the Panel to consider.

Appendix A:

Rebuilding Neighbourhood Policing (Strategic Policing and Crime Board 21 December 2021). Available to download from the [West Midland Police and Crime Commissioner website](#)

Background paper:

West Midlands Police and Crime Plan 2021-2026

Panel Lead Officer:

Kevin O'Keefe – Chief Executive, Dudley MBC

Panel Contact Officers:

Christian Scade – Interim Head of Scrutiny, Birmingham City Council

Sarah Fradgley – Scrutiny Officer, Birmingham City Council

wmpcp@birmingham.gov.uk

Tel: 0121 303 1727



STRATEGIC POLICING AND CRIME BOARD

Tuesday, 21st December 2021

Report: Community Policing

Police and Crime Plan Priority: Rebuilding Community Policing

Presented by: T/ACC Richard Baker

Purpose of paper

1. To provide the Commissioner with a report on progress towards the objectives in the West Midlands Police and Crime Plan 2021-2025 relating to “Community Policing”.

Background

2. West Midlands Police have always been fully committed to the model of Neighbourhood Policing. It is recognised that a consistent, effective and engaging Neighbourhood Policing model is essential for improving trust, confidence and legitimacy. Being able to work with local communities, listen to and understand their local concerns, work with them and partner agencies to improve safety and reduce crime and anti-social behaviour, provides the foundation of Neighbourhood Policing. We remain fully supportive of the objectives contained within the Police and Crime Plan 2021-2025 which include:

- Engaging with, listening to and working with the people and communities of the West Midlands
- Putting additional officers into Neighbourhood Policing, strengthening the local bonds between the public and the police and improving our ability to proactively solve local issues
- Working at the heart of neighbourhoods, combatting violence against women and girls and domestic abuse, tackling violent crime specifically in under 25s,

including knife crime, and investing in schemes to support young people to prevent them becoming victims of crime, criminal exploitation or offenders

- Involving the public in the work of the police by encouraging volunteering and working with communities to improve policing in their areas
- Putting prevention at the heart of what we do and ultimately delivering justice, safety and security for all people and communities of the West Midlands

Key points

3. There is a significant Neighbourhood Policing investment in WMP compared to other Police force areas. Since the 2017 HMICFRS State of Policing Report, WMP has risen from being the eighth highest force in terms of net revenue expenditure on Neighbourhood Policing per head of population, to the sixth highest spending force in England and Wales in this category.
4. Neighbourhood Policing numbers have seen excellent investment in relation to resources and have remained at, or above, establishment and will rise in the coming months; this is a commitment through the Uplift Programme and embedded into our operating model under our annual Priority-Based Budgeting (PBB) cycle. The role of the Neighbourhood Officer continues to be enhanced by a whole force approach to tackling entrenched issues, understanding what matters to communities and developing targeted intervention plans to deal with local issues.

What is the current establishment and strength of each Neighbourhood Policing Unit in West Midland Police?

5. The tables below show pre-PBB Neighbourhood Policing levels for each Neighbourhood Policing Unit and works through the uplift phases through to full PBB uplift implementation (post March 2022). They show the growth in Police Constable establishment and strength on each Neighbourhood Policing Unit. This includes 176 dedicated posts into impact areas (showing as 167 constable posts there are also an additional 9 sergeant posts), 45 dedicated posts into Neighbourhood Taskforce (showing as 42 constable posts there are also an additional 3 sergeant posts) and 29 dedicated posts into Neighbourhood Policing Unit Serious Organised Crime and Exploitation hubs.

	Actual- Pre Uplift 1st March 2021		Phase 1 Uplift Posts 1st April 2021	
	Establishment	Strength	Establishment	Strength
Birmingham East NPU	292	302	313	310.1
Birmingham West NPU	267	312.3	308	336.3
Coventry NPU	136	153.5	156	164.7
Dudley NPU	79.5	88.5	94.5	92.7
Sandwell NPU	113	123.3	136	132.3
Solihull NPU	63	73.7	80	78.7
Walsall NPU	87.5	98.7	102.5	105.7
Wolverhampton NPU	127	138.4	142	133.4
Total Establishment & Strength	1165	1290	1332	1353.9

Growth in Establishment			167	
Reason for Growth			IA, Youth Intervention & Early Help	

	Projected 31st March 2022		Projected 31st March 2022	
	Establishment	Strength	Establishment	Strength
Birmingham East NPU	316	314	320	310
Birmingham West NPU	319	304	319	310
Coventry NPU	166	164	174	169
Dudley NPU	94.5	103	99.5	96.5
Sandwell NPU	136	144	143	139
Solihull NPU	80	86	86	83
Walsall NPU	102.5	109	107.5	104.5
Wolverhampton NPU	147	141	154	149
Total Establishment & Strength	1361	1369	1403	1361

Growth in Establishment	29		42	
Reason for Growth	SOCEX Posts		NFT Posts	

Table 1. Pre PBB-uplift through to post uplift implementation PBB growth

6. At periods during uplift implementation actual police constable strength and establishment will vary. Strength is projected based upon anticipated leavers, retirements and promotions together with planned student officer resources that will be posted to Local Policing. On occasions, Neighbourhood Policing will show as being over-establishment due to student officer rotations.

7. It is projected that by the 31st of March 2022, Local Policing will be resourced at establishment and that by March 2023 there will be a small number of vacancies (circa 40 or 2.9%).

What steps WMP will take to re-build community policing?

8. To continue to evolve and improve community policing, WMP Neighbourhood Policing framework focuses on the College of Policing 7 Neighbourhood Policing principles below. Each of these pillars has a Chief Superintendent lead and a delivery plan to support and improve in each area.
 - Engaging Communities – Working with the Crime Commissioner to deliver and support Neighbourhood Policing and ensure it is built on effective engagement and consultation with communities
 - Solving problems - Ensuring officers, staff and volunteers use structured problem-solving to deal with local priorities, working collaboratively with communities and, where appropriate, private, public and voluntary sector partners
 - Targeting activity – Ensuring policing activities within neighbourhoods are targeted according to the needs of different communities, taking account of threat, risk, harm and vulnerability
 - Promoting the right culture - Promoting an organisational culture that encourages the public to participate in Neighbourhood Policing. Taking steps to ensure that all police contact with colleagues, partners and the public seeks to build trust and is consistent with procedural justice
 - Building analytical capability - Ensuring there is sufficient analytical capacity and capability necessary for problem-solving
 - Developing officers, staff and volunteers - Working with the College of Policing to support and equip officers, staff and volunteers to work in Neighbourhood Policing and ensuring they receive learning and continuing professional development
 - Developing and sharing learning - Working with the College of Policing, the wider police service, partners and academia to identify and share learning about Neighbourhood Policing and current threats

What steps WMP will take to maintain the establishment and strength of Police Community Support Officers?

9. West Midlands Police have an establishment of 477 Police Community Support Officer's (PCSO's) posts, actual strength is currently at 455. Establishment and strength are closely monitored by the Local Policing Workforce Board and HR Business Partnering. Recruitment and attrition are included as a standing agenda item in this board each month.

10. Over recent months we have seen an increased level of movement of PCSOs to Constables through internal recruitment. It is predicted that approximately 40 vacancies from full establishment will exist by April 2022. Recruitment is currently on-going for PCSOs and it has been agreed through Workforce Strategy Board to increase the next planned PCSO intake. The next recruitment intake will be in April 2022 where we are aiming to recruit 48 PCSOs. This will ensure we are back at full establishment in May 2022 based on current predicted attrition.

What steps WMP will take to grow the Special Constabulary (with reference to recruitment from undergraduate courses and recruitment of long-term Special Constables)?

11. There are currently 311 Special Constables supporting West Midlands Police. This work is managed through the Citizens in Policing Board owned by T/Assistant Chief Constable Richard Baker. There are two main groups of Special Constables being recruited; university undergraduates currently undertaking Policing or Criminal Justice related degrees at local universities and older recruits (24 years +) that have a longer-term career intent.

Undergraduate Special Constables

12. West Midlands Police have built strong links with Birmingham City University and Wolverhampton University, linking in with course directors to ensure promotion of the Special Constable's opportunities available. This includes but is not limited to attending university recruitment and volunteer fairs and continuing with engagement to promote the recruitment of Special Constables from within that cohort of undergraduates. In this financial year 2020-2021 (up to October 2021) we have recruited 22 Special Constables from universities. Students that we recruit usually remain with WMP during

their university course, however, they then either apply to join as regular officers or join their home force meaning that we have a high turnover of Special Constables. Students bring enthusiasm and skills to the Special Constabulary and are a vital part of our volunteer cohort however often we are unable to convert them into long term “career” Special Constables. We seek to increase the level of long term “career” volunteers within our Special Constabulary.

Career Special Constables

13. West Midlands Police support the Police and Crime Commissioner’s ambition to grow the Special Constabulary and to ensure that Special Constables meet their service level agreement requirements. Those Special Constables that we have are motivated, focused and completing more volunteer hours than in previous years, as shown by the graph below. Strong line management and inclusive appropriate tasking and deployment has led to officers being more motivated to undertake regular duties. You can see from the graph below those duties already in 2021 exceed those undertaken in 2020. In 2021, Special Constables have contributed 12,636 tours of duty, equating to 79,210 hours of patrol. This compares to 240 Special Constables (average during 2020) and 10,011 tours of duty and 64,567 hours of patrol in 2020. This is evidence that the Covid 19 pandemic has not adversely affected the hours or duties that the Special Constabulary has volunteered in 2021.



Table 2 – Special Constabulary – Annual Total Hours and Duties

14. Special Constables are now also welcomed into specialist departments such as the Airport Policing Unit, Safer Travel, Regional Organised Crime Unit and Central

Motorway Policing Group. Our intention is to grow the number of specialist deployments available for Special Constables in order to support the continued professional development of our officers and aid retention as this is one of the drivers for Special Constables resigning. We will continue to recruit a minimum of 122 Special Constables annually specifically looking to recruit from underrepresented communities. We currently average approximately 45 resignations per annum however, about 40% of these go on to join the regular WMP or their home forces.

15. The academic research currently being undertaken with Dr Iain Britton, a well-known and respected police academic, will, in year 2 (2022/2023), look at retention of our existing Special Constables evaluating strategies already in place and suggesting new ways of operating. We have seen the very recent retirement of the Special's Chief Officer and currently have a Temporary Chief Officer and Temporary Deputy Chief Officer. We are now also strengthening the strategic leadership of the Special Constabulary with training and support and will work to embed WMP Conversations into the Special Constable's structure.
16. Together with Dr Britton we are currently undertaking a 3-year academic study to investigate and evaluate methods of recruiting "career" Specials. The evaluation stage is complete, and we are testing a strategy to recruit "career" Special Constables (those in long term established career paths) who wish to volunteer in their community and are actively seeking long term volunteer opportunities. We have undertaken demographic evaluation and by working with the recruitment team and learning from their achievements, we understand where the communities are and the demographic of who we are looking to attract. We are testing these strategies in the west and east of the force area, starting with Coventry as the City of Culture who have used volunteers so well over the last 12 months. This will enable us to easily evaluate the finding and provide a consistent response.
17. This strategy involves employing and evaluating the following attraction and engagement strategies within areas we wish to recruit from. These will then be evaluated by Dr Britton. These strategies involve:
 - Physical engagement within communities we seldom receive applicants from
 - Engagement with community leaders and networks already established
 - Engagement at community events to encourage recruitment

- Area specific recruitment advertising
- Demographic reflective printed media and advertising
- Targeted and localised Facebook advertising
- Local newspaper, radio, community social media advertising
- Engagement with employers to encourage engagement and recruitment if they are part of the national Employer Supported Policing Programme

18. We will utilise the Employer Supported Policing (ESP) Programme to encourage employers who have already signed up to the plan to allow us to engage with their staff. By working with the Corporate Communications team, media is being utilised, such as LinkedIn, social media and press releases sharing testimonials of our existing “career” Special Constables who meet the demographic of the community we wish to engage with. A short recruitment video is being developed which shows the skills that are transferable from the workplace to the Special Constabulary and undertake some “myth busting” using the above-mentioned testimonials. These methods will be evaluated so we can continue to reflect, review and embed those that are successful in the small pilot area to ensure they are rolled out across the force area. These insights will form the basis of how we recruit Special Constables in the future in order to increase both recruitment and retention of Special Constables.

19. Ensuring we link Special Constables’ recruitment into every strand possible is important to us, therefore whilst the focus of our strength-based engagement activities in impact areas is to increase capable guardianship, Active Citizens and police support volunteers, we are also linking in the Special Constable roles. This engagement is in the form of World Café activities which have been delivered digitally in each Neighbourhood Policing Unit and now face to face where local community members are invited to join a facilitated engagement activity where their views are recorded and insights from local people sought. During these World Café meetings, the opportunities to volunteer and the accessibility to volunteer is discussed with the participants. This is an ongoing piece of work which is still in progress and under evaluation.

What steps are WMP taking and what are the plans to offer training, learning and development to support the effectiveness of officers engaged in community policing?

20. Neighbourhood Policing Officers and Police Community Support Officers receive a range of engagement training such as hosting Mutual Gain training which includes World Café workshops. Other training includes facilitating Speed Watch and Street Watch schemes to upskill community volunteers. Partnership based training such as contextual safeguarding to help identify the signs of exploitation and vulnerability is also provided according to local authority area or safeguarding board. Through Local Policing People Board there is a key work stream to 'professionalise' the role of a Neighbourhood Police Officer. Uplift will provide additional police officers working within schools, pupil referral units and delivering early help intervention. A training programme is being developed for when staff take up posts as part of the uplift in Local Policing described earlier in this paper. The programme will be divided into an induction programme for all those officers joining Local Policing and Continued Professional Development will be delivered to those working in Neighbourhood Policing roles.
21. Covid 19 has had an inevitable impact on training, however during this period a 2-day problem-solving masterclass was still organised for Neighbourhood Policing Unit and Project Guardian officers and staff, continuing the relationship with the external academic (Sylvia Chenery). To date 160 people have been trained across these classes and further funding has been secured to train an additional officers/staff. The 'Go to Guide' has been launched to support staff with problem-solving including a nationally shortlisted example of problem-solving within West Midlands Police. The recent HMICFRS graded the problem-solving approach as 'Good'. Planning for a Force Problem Solving Conference is well advanced and will take place in February 2022 with the further masterclasses planned for March 2022. The ambition in 2022 is to ensure that impact areas and Neighbourhood Policing Unit staff have a significant uplift of between 300-400 problem-solving trained staff. Any additional availability will then be made available to other departments and functions in order to continue rolling out problem-solving outside of Neighbourhood Policing.

What steps are WMP is taking to take to ensure effective joint working with schools, Pupil Referral Units and alternative provision?

22. Neighbourhood Policing Staff have started to re-engage in person with schools from the start of Autumn Term following a long period of not having a physical presence within an educational environment due to the Covid pandemic. Through the uplift into Local Policing, there will be an investment made of officers engaged with youth

intervention work from Q2 2022-2023 across all Neighbourhood Policing Units. In total 38 police officers will be based within Pupil Referral Units to maximise opportunities to divert young people who are on the cusp of criminality onto alternative pathways. There will also be an investment of 25 Schools Based Officers who will work within educational settings to provide a more generic offer to those young people who present a medium level of risk of future offending. Additionally, 37 police officers will be dedicated to supporting young people and families through Early Help schemes. Training programmes and role profiles have been developed to support delivery of this significant investment.

23. The Police Cadet scheme is working with schools across the WMP area to deliver Volunteer Police Cadets. We currently have 22 open Cadet Units with 570 Police Cadets supported by 181 Police Cadet Leaders. Each Unit can support 30 Cadets so there is capacity for 660 Cadets. Work is on-going to get the units to full capacity over the next quarter. By working with an additional 4 schools and colleges that have been identified, we aim to open additional units and will then have capacity for 780 Police Cadets by the end of financial year 2021-2022.

24. Police Officers, Police Staff and members of the community are recruited to volunteer as Police Cadet Leaders. We build strong links with school staff to ensure we collaborate, because experience shows this ensures the cadet unit and the young people who are members thrive and ensures a 2-way collaboration between WMP and the school. The programme is designed to deliver active citizenship, friendship and personal development opportunities for young people. Schools within impact areas are prioritised, enabling the attraction of those who are most at risk of engagement in crime or who are vulnerable to exploitation. Engagement with Pupil Referral Units are being explored with a view to setting up a cadet programme within one or several of these.

What steps WMP are taking to ensure that it responds appropriately with partners to the requirements of individuals presenting with mental health needs?

25. West Midlands Police are fully engaged with the whole spectrum of mental health partners. This will ensure that our service offered to those with mental health needs continues to improve and that individuals are dealt with humanely with empathy and sensitivity. The force recognises that growing demand is to a large degree driven by incidents where mental health is a primary underlying causal factor. We work closely

with Mental Health partners, third sector and victim groups to ensure the most appropriate response is given irrespective of whether the person being dealt with and needing support are victims or offenders.

26. Recent austerity in the past years has led to a reduction in partner services. Policing can often be seen as the service of last resort and as such will frequently take on work that does not primarily require a policing response. Police staff and officers often do so to ensure that no person is left unsafe, in fear and in mental health crisis. We work hard to ensure the relevant partners deal with their own work wherever possible and will continue to work with them at senior levels to improve these partnerships.
27. West Midlands Police works closely and collaboratively with appropriate partners including the three Mental Health Trusts serving the WMP area to learn the lessons provided by Coroners' Preventing Future Death processes and reports. We have established various memoranda of understanding in relation to how we work with each other. These are working well and have been utilised on several occasions to support vulnerable people in crisis.
28. WMP will imminently be moving away from the Street Triage scheme but are simultaneously implementing a Mental Health Tactical Advisor initiative. This will put in place a much wider provision for supporting the public, colleagues and partners when dealing with people with mental health needs. This will provide many more police officers and staff from across force functions to be trained to deal with mental health matters to the same level as the current triage officers, whilst continuing to undertake their normal day job. The intent will be to widen the support for colleagues dealing with people with mental health issues and see the provision of a more effective framework within WMP to best support people in crisis no matter how they have come into contact with us.

What steps are WMP taking to ensure it responds appropriately with partners to the requirements of neuro-diverse individuals who present to policing?

29. Neurodiversity is not dealt with as a discrete area of mental health within the Mental Health in Criminal Justice portfolio as it forms part of the whole spectrum of mental health affecting our various businesses. Through the support of the Violence Reduction Unit, Custody is working with Barnardo's to increase awareness of the impact of trauma in police custody. Young people that are arrested often find this a difficult and emotional

experience. This can also be amplified for those who suffer from neuro diverse conditions. Individuals can therefore present with behaviours that can lead to adverse incidents. Educating staff how to recognise the signs of trauma in behaviour will lead to better interactions and therefore better health and wellbeing outcomes. The training is currently being delivered to all custody staff (circa 270) between October and December 2021 following which an evaluation will be conducted.

What training and development do Police Officers and staff receive to develop their ability to identify and support vulnerable adults, those suffering with mental ill health and victims of domestic abuse, coercive control and sexual assault?

30. To develop officers' ability to identify and support vulnerable adults and those suffering from mental health, the below training are given to officers;

- From the 1st December 2021 there will be 111 Mental Health Tactical Advisors trained across Force Response (60); Force Criminal Investigations Department (14); Public Protection Unit (11); Force Support Unit (9); Criminal Justice Service (12) and Force Contact (5). Training will continue to increase these current numbers. The course is 3-days in duration and encompasses training in all aspects of the force's nine mental health guidance documents
- Investigators in Force Criminal Investigations Department and Public Protection Unit and officers and staff within Criminal Justice Services will undertake a 1-day course relating to the specifics of mental health demand in custody and investigations
- CPD sessions will be run in 2022 for Force Response, Force Criminal Investigation Department, Public Protection Unit and Criminal Justice Service departments within WMP
- A bespoke course will be developed and delivered for Force Contact early 2022 as department presents some of the greatest vulnerability around mental health demand. The intention of this is to help Force Contact staff direct callers to appropriate services and ultimately reduce demand for other WMP departments

31. To develop officers' ability to identify and support victims of domestic abuse, coercive control and sexual assault, the below Continuous Professional Development (CPD) and training are given to officers and staff;

- 2-day Rape and Serious Sexual Offences response received by Complex staff and a small number of Child Investigation officers. This looks at supporting sexual assault complainants by referrals to Sexual Assault Centres and Specialist third party services/Independent Sexual Violence Advisor
- Neighbourhood Policing Unit – 3-hour input on training days around responding to Rape and Serious Sexual Offences and being open minded
- PricewaterhouseCoopers project - 15-minutes briefing inputs to response officers and neighbourhood Officers. This includes specific input on signposting Sexual Assault Centres and specialist support organisations
- Domestic Abuse matters - External providers trained several champions to deliver to domestic abuse teams, it is recommended for response officers and will be rolled out in 2022
- Public Protection Unit leaders have provided training inputs around domestic abuse, stalking and control/coercion to officers and staff in multiple frontline departments

32. Mandated NCALT packages includes –

- The Initial Response and Rape - Myth and Reality.
- Introduction to Public Protection
- Abusive Relationship
- Missing Daughter
- Family Disturbance
- Man in Distress
- Victims' Code

What steps are WMP taking to develop better management information concerning the effectiveness and impact of community policing?

33. In April, WMP moved to a new system of crime recording (Connect) which brought together the data from 9 legacy systems. This is the first time these systems have been joined together, allowing WMP a much more holistic view of the reporting, recording and investigation of crime, as well as the management of offenders. This supports Neighbourhood Policing Units to deliver community policing by providing a significantly wider breadth of management information than ever before. This

information enables decision makers at all levels to deploy their resources where they are most needed and to start to evaluate their effectiveness.

34. Strategy & Direction and the Data Analytics Lab have been working to develop and innovate this information using the Business Insights interface. These innovations include:

- Developing dashboards around the WMP Improvement Plan Key Performance Indicators, so users have real-time updates on Neighbourhood Policing Unit performance and demand, encompassing traditional neighbourhood crime reduction information, alongside crime severity within impact areas and victim satisfaction with services
- The roll out of a community policing training program from Neighbourhood Policing Unit's senior leadership team downwards, to ensure all leaders and practitioners are able to make data driven precision policing decisions
- Creating new apps to understand in detail the effectiveness of community policing, such as the Targeted Patrol Time app (currently reaching the final stages of development) which will allow local leaders to see where resources are/have been and what impact they have had on incidents, stop and search, crime severity – in what time and at what cost
- Reducing harm in our communities by creating apps to better understand and effectively deal with higher risk offenders

These new insights will support the development of the Force's 'Precision Policing Doctrine'.

What steps are WMP taking to ensure that community policing activity is focused on Impact Areas?

35. Since the launch of the Police and Crime Plan, we are changing the language away from Serious Acquisitive Crimes to Neighbourhood Crimes, this includes Burglary, Robbery, Vehicle Crime and Theft from The Person.

36. Within West Midlands Police, there are 19 Impact Areas, with each Neighbourhood Policing Unit having at least 2 Impact Areas.

37. Community engagement is increasing as can be seen through WMNow Sign-ups and the recruitment of Active Citizens. There are 12 Cadets Units in Impact Areas and these are set to grow in 2022/2023 and Neighbourhood Crime reductions still exceed those force wide:

- 15 Impact Areas are good/outstanding for Residential Burglary reduction
- 18 Impact Areas are good/outstanding for Robbery reduction
- 14 Impact Areas are good/outstanding for Vehicle Crime reduction
- 10 Impact Areas are showing reductions for Theft from The Person
- 12 Impact Areas have reduced under 25 years Violence with Injury (Year to Date).
- The Crime Severity Score is higher across Impact Areas than in other areas - but it is reducing. 10 of the 19 Impact Areas have seen a reduction in harm severity score up to November 2021
- Targeted problem-solving work in top demand locations on Impact Areas has led to some good reductions in incidents across all Neighbourhood Policing Units
- Offender Management principles applied to under 25 violent offender cohort have been piloted in Impact Areas, these offer positive engagement and referrals of known offenders and work alongside Force Criminal Investigations Department colleagues on implementing a diversion approach to prevent escalation and further offending from our young people
- Many Impact Areas cover town/city centres so Retail Crime features prominently, not just theft but also issues of the safety of retail workers and customers. Business Improvement Districts and Business Crime Partnerships are the principle partnerships to support reduction of these types of offences. These areas often have prominent Night Time Economy, which also sees complex partnership approaches with organisations and the Local Authority to try to minimise the risk and increase safety of all who work in or visit these areas
- There is also greater focus to encourage Connect & Build activity within Impact Areas (although many of these exist across the whole of Neighbourhood Policing), these include initiatives such as:
 - Street Watch
 - Safer Streets
 - Community Speed Watch
 - Hospital Watch
 - Cadet Units

- WMNow sign-ups
- World Cafes
- Weapon sweeps supported by members of the public and volunteers such as ‘the Detectorists’ and Cadet Units
- Prioritising Proceeds of Crime Act funding/Community Initiative Fund Panels being allocated to local initiatives
- Working with young people/organisations, partnering with schools and colleges
- Looking at schemes to support female victims of domestic abuse or other violence.

38. At a Tactical Level, where Neighbourhood Policing Units must make decisions around prioritising the staffing levels of teams, for example; vacancy rates across teams, the tasking of resources to support demand, the engagement with communities, the starting position is always to prioritise Impact Areas. As owners of ‘the place’ the role of the Neighbourhood Policing Units is to engage, work with and hold to account internal partners (matrix departments) and external partner agencies (e.g., the Community Safety Partnerships) to influence them to lever their priorities and resources in similar ways.

39. As communities are beginning to open more after the lifting of Covid restrictions, Neighbourhood Policing Units are prioritising their engagements in Impact Areas. This includes events such as World Cafes, working with young people/organisations, partnering with schools and colleges, looking at schemes to support female victims of domestic abuse and other violence.

What steps are WMP taking to support and work with local communities to solve local issues, particularly in Impact Areas, thereby reducing crime, severity of crime, fear of crime, and anti-social behaviour?

Plans for Impact Areas in 2022

40. As well as the activity already described throughout this report, further plans for 2022 involving Impact Areas include:

- The first annual Impact Area conference in January 2022, seeing Neighbourhood Policing Units and partner agencies come together to share effective practices, cross-pollinate innovative approaches and to look to design a tactical menu to assist those leading on Impact Areas. Lead: Chief Superintendent Phil Dolby and Superintendent Rich Harris
- A second wave of customer surveys across all Impact Areas. The first wave was conducted in 2019 but the opportunity to act upon the results were affected by the pandemic. There is confidence in the methodology of asking for the communities of Impact Areas to share with us what their priorities are, we then join with them in framing Local Policing priorities. We will be launching this in 2022, with the aim to have the work completed in time for the new performance year



Diagram 4 - Customer Survey timeline

- The new WMP Fairness & Belonging Strategy has three main themes, one of which is 'Our Communities', led at a strategic level by Assistant Chief Constable Matt Ward. Planning for his work has begun and it has been decided that the starting position will be to focus upon improving further our work with our Black communities, building on the previous Fairness and Belonging Plan. In order to prioritise the beginning of this work, it has been agreed to start this work in the Impact Areas in 2022
- The Special Constabulary have been asked by the Impact Area lead to see what they can contribute to the force's Impact Area work. As a result, planning has commenced on a series of Special Constabulary led proactive operations within a 2-week period toward the end of the 2021-2022 performance year, with the support of Neighbourhood Policing Units and departments
- In the next calendar year, the Leads for WMP Cadets are going to consider which of their activities could be usefully undertaken within the Impact Areas, as part of the Neighbourhood Policing Unit's Connect & Build efforts within these

challenging areas – especially around younger people. Planning is underway with Cadet Units

What approach is WMP taking to using WMNow to support community policing?

41. WMNow is an excellent engagement tool that has been part of a recent overhaul in terms of the scheduling and style of messaging as part of our digital engagement strategy work. We have historically focused on the number of sign-ups to the platform with considerations focused on diversity of users and locations in Impact Areas. Whilst important, this has missed the relevance of the quality in our messaging and feedback demonstrated that users were leaving the platform as some of our messaging was leading to an increase in the fear of crime.

42. Corporate Communications have led the work with support of Neighbourhood Policing Unit colleagues to design a new methodology. A successful pilot of this methodology has been run on Sandwell Neighbourhood Policing Unit and the plan now is to roll this out across the whole force from January-March 2022. The messages are shorter and contain information to show what key concerns are, what WMP are doing about it and what the reader can do to support in their community, which includes sharing the message across digital platforms and other community networks. The pilot's results are as follows:
 - Message Satisfaction increased to 95%
 - Interaction levels increased by 20% (based on the number of replies/ratings of our messages)
 - Propagation levels increased by 43% (share rate)
 - Messages readability increased to 9.6 (Baseline was 6) (represents voice, style and tone as well as how easy the message is to read)
 - Sandwell area has a sign-up population of 11,000 which is a significant sample.
 - Continued focus on using the platform as a database to manage digital Key Individual Network / volunteers
 - V4 upgrade coming next year including implementation and training to roll out further

43. Senior Leadership Teams across Neighbourhood Policing Units have been briefed on this roll out and are fully supportive. Further work will develop in terms of new qualitative metrics to measure the impact of WMNow, rather than focussing merely on numbers of users on the platform.

Equality Implications

How does the force have regard to the public sector equality duty in relation to community policing?

Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.

44. Work is on-going to baseline and evaluate existing processes for Fairness and Belonging (previously Diversity and Inclusion) data captured across WMP to help identify strengths and weaknesses of this strategy including how we share data with key partners. This will be facilitated by the creation of a Diversity Dashboard to help identify and understand causes of disparity involving under-represented groups.
45. We are rolling out an Equality Assessment Training programme beginning immediately and to be concluded at the end of 2022. Several trained assessors will sit in Local Policing, where they will Equality Assess analysis in collaboration with community partners. Every department will be required through their plans to drive Equality Assessments through their Fairness and Belonging working group. This will enable WMP to meet its duty to help reduce or eliminate discrimination under the Equality Act 2010.
46. We will be open to scrutiny in all aspects of our work and use the insight to help us learn and improve. Being open to scrutiny and supporting scrutiny panels will help us listen and learn. In 2022, Local Policing will look to expand how we engage and open up scrutiny from communities and to be braver in our ambition of seeking external scrutiny. Where there is evidence of unlawful discrimination in breach of the Equality Act, we will ensure matters are addressed at the appropriate levels such as with our Professional Standards Department.
47. One of the key objectives for Local Policing is to understand the historic relationships with our communities and the impact this has on individuals and their relationship with

the police. This will be delivered by developing a programme of work starting at induction into the organisation and will be implemented right the way through the organisation. This work will specifically educate officers around different communities which exist within WMP. It's hoped that by increasing the knowledge amongst officers we can ensure officers approach individuals in a fair, informed and understanding way. We will work with Statutory Partners to effectively share diversity data to help create a richer picture and inform better decision making for local community policing.

Advance equality of opportunity between people who share a protected characteristic and those who do not.

48. Through the Fairness and Belonging Strategy utilising the three strands which include 'Our Communities', 'Our Partners' and 'Our People' WMP will build capability to identify and understand disparities using internal and external diversity data. By baselining and evaluating these data processes WMP will utilise Local Policing demographics and focus its efforts to advance equality of opportunity.
49. WMP will hold itself to account through independent external peer reviews involving community partners to ensure quality. This will also help foster good relations.
50. We will work to better understand disproportionality with an aim of reducing it. Currently WMP are addressing key areas of police powers in stop and search, the unlawful use of force and disparity across the criminal justice system. By addressing these disparities, we will advance opportunities with communities where interventions such as low-level drugs possessions may have provided obstacles for achieving education and employment. These figures are regularly monitored by local teams and departments. The fair and effective use of police powers board supports academic research into the causes of disproportionality with two distinct pieces of work commencing in 2022.
51. Currently the data we use to inform our departments of the make-up of our communities is being improved and re-examined. Historically census data, compared with local knowledge would help us to know who makes up our communities. By having a better understanding of partnership data such as health data, housing data and education data we believe we will be in a stronger position to offer the best policing and partnership solutions to existing and emerging communities.

Foster good relations between people who share a protected characteristic and those who do not.

52. In order to foster good relations, WMP will:

- Produce an annual report to showcase achievements and demonstrate transparency to increase trust and confidence of our communities
- Equality Act Assessors/Fairness and Belonging Leads will consult and engage local community groups such as Independent Advisory Groups, religious organisations, particularly from under-represented groups
- Capture diversity data in relation to public complaints to understand disparities within protected characteristics and tackle these through appropriate interventions
- Through the Citizen Experience work understand if there are differences in how we interact with people from different communities. Our strategy will explore innovative methods to better understand the experiences of our communities meaning we will not simply rely on existing methods of capturing feedback which historically relied on less effective methods. In addition to our victim surveys, we are now exploring how we can capture live feedback from stop and search and use of force to help us learn from our actions

53. Will we continue to have a focus on police powers through the Fair and Effective Use of Police Powers Board. This is specifically looking to understand and improve the relationship between police officers and the public when conducting stop and search or use of force. A large amount of work is being undertaken to improve confidence and legitimacy.

54. Using a robust and compelling evidence base, we will develop and test initiatives known to improve police encounters such as trauma informed training within custody, teaching staff to have improved cultural and diversity awareness. We have also developed reflective practice debriefs for both stop and search and use of force. This enables officers to watch back their stop and search or use of force and provide their own assessment of their behaviours and discuss how they can improve. This has many benefits and is shown in studies to improve the quality of future interactions and reduce the use of force.

Has the force prepared any equality impact assessments relating to community policing?

55. There are currently no formal Equality Impact Assessments generated within WMP specifically for community policing. There are however several activities which replicate aspects of an Equality Impact Assessment. For example, the force community threat assessment will look at activity which may be impacting on different communities. For example, a recent incident at Perry Barr custody suite involving a Sikh male highlighted the community risks associated with our actions. This incident has been referred to the Independent Office for Police Conduct and an apology has been given to the individual involved. Hate crime is monitored at a tactical level to identify trends and the impact this could have on communities.
56. Historically WMP Equality Impact Assessments have been developed and used primarily for change initiatives and policy implementation, for example the closing of front offices or opening of new stations. The new training that has been developed will support the roll out of Equality Assessments at a greater rate than previously seen and for a far broader section of operational policing initiatives.

Author: T/ACC Richard Baker

Job Title: Local Policing Lead

Report of: Panel Lead Officer

Date: 14 March 2022

Performance Update: National Policing Priorities and Police and Crime Plan Scorecard

1. Purpose of Report

- 1.1 The attached report lists the Key Performance Indicators (KPIs) associated with delivery of the Police and Crime Plan 2021-2025 and the Police and Crime Commissioner's statement regarding the local contribution to achieving the National Crime and Policing Measures.

2. Recommendation

That the Panel consider the information contained in the report.

3. Background and Panel Role

- 3.1 The Police and Crime Panel provides the 'checks and balances' in relation to the performance of the Police and Crime Commissioner. The Police and Crime Plan is the key document by which the performance of the Commissioner is measured.
- 3.2 Guidance for Police and Crime Panels published by the Local Government Association highlights the importance of regular updates on the Commissioner's performance in delivering, resourcing, and achieving his priorities.

... This will support the panel in scrutinising the commissioner's annual report(s), enable it to better understand the strategic policing and crime (and fire and rescue) landscape, and ensure that it is able to offer the best possible support to the commissioner.

- 3.3 The Police and Crime Commissioner committed to present quarterly monitoring reports to the Panel and the attached report provides the first update on performance against the Key Performance Indicators associated with the delivery of the Police and Crime Plan (See appendix A to the PCC report)

4. National Crime and Policing Measures

- 4.1 The attached report also sets out (from paragraph 37) the Police and Crime Commissioner's February 2022 statement on the contributions to the National Policing Priorities.

Appendix A:

National Policing Priorities and Police and Crime Plan Scorecard (Strategic Policing and Crime Board 22 February 2022). Available to download from the [West Midland Police and Crime Commissioner website](#)

Background papers:

Guidance for Police and Crime Panels, LGA and CfPS (2016)

West Midlands Police and Crime Plan 2021-2026

Panel Lead Officer:

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Police and Crime Plan Priority: Regular Item

Title: National Policing Priorities and Police and Crime Plan Scorecard

Presented by: Deputy Chief Constable Vanessa Jardine & Mark Kenyon

Purpose of paper

1. To provide an overview of performance against the National Crime and Policing Measures in a format to be used as West Midlands Police's (WMP) official statement on performance and activities undertaken.
2. This statement is published along with a statement from the Police and Crime Commissioner as well as a Police and Crime Plan Key Performance Indicator (KPI) scorecard for measures where data is currently available.
3. This report meets the requirements of the Elected Local Policing Bodies (Specified Information) (Amendment) Order 2021.

National Policing Priorities – West Midlands Police Statement

Measure: Reduce Murder and other homicide

4. The volume of Homicides in West Midlands has remained relatively stable in recent years averaging five a month. Volumes from January 2021 to December 2021 saw 46 homicides, compared to 52 in the year ending June 2019 baseline (National Baseline set by Home Office), a 12% reduction
5. A significant proportion of homicides are often linked to Organised Crime Groups activity (13%) or domestic-related offending (23%). Analysis of victims and offenders also show the high proportion of victims (33%) and offenders (56%) that are under the age of 25. Almost one in four homicides take place within WMP's Impact Areas.
6. These factors will drive activity towards improving performance over the forthcoming quarter - Domestic Abuse, especially a focus on offenders, and Gang Related Violence

remain Force Tactical Priorities for the next period. Operation Maximise has already seen a reduction of 300 suspects for Domestic Abuse whilst serious youth violence activity has resulted in 100 arrests, 365 stop and searches, 53 weapons recovered, 84 referrals and over 200 intelligence reports.

7. Proactive joint work with Guardian Task Force, CMPG / Traffic and local policing to combat Serious Youth Violence within Operation Fresco – a BW operation into organised crime group and urban street gang activity – helped achieve the higher than average outcomes.

Measure: Reduce Serious Violence

8. The national measure for Serious Violence relates to hospital admissions, after seeing several years of increases, levels of hospital admissions for under 25s with sharp object wounding have reduced since the peak in the baseline year (2019). The last 12 months (November 2020 to October 2021) saw 145 episodes, a reduction of 70 compared to the national baseline ending June 2019. The last 12 months' hospital admissions have been stable at between 10-15 each month. Police recorded crime data for Violence With Injury is showing an increase of 12% vs year ending June 19, a part of this is improvement in Crime Data Recording. The biggest increase has coincided with introduction of Connect. Overall Knife Crime is also increasing + 23% but is similarly linked to better recording as majority of knife crime is robbery which is reducing but more knives are being recorded as used. One of the biggest rises in crime is around possession of weapons (+52%) however this isn't recovery of more weapons totally but again more crimes where weapons are mentioned in the offence.
9. Firearm discharges saw 162 incidents in the baseline 12 months; this has reduced by 15 in the year ending December 2021 to 147. In the last quarter a total of 33 discharges took place – none were fatal, although injury was caused in 13 of the incidents. 12 of the 33 discharges can be linked to gang-associated nominals / gang activity. A further seven discharges were linked to drug dealing / county lines activity. Shotguns have been the most commonly used firearm this quarter with a shotgun being discharged in 20 of the 33 discharges (61%).
10. WMP's response to firearms is through Operation Captiva. This coordinates firearms activity throughout the Force, understanding the current threat picture and monitoring performance. This quarter there have been 36 firearms warrants, 64 drugs warrants and 196 Captiva visits reported on at the weekly Captiva meetings, these levels are very similar to those reported on in the last report in September 2021
11. Project Guardian is WMP's response to Serious Youth Violence. Within this response WMP has a dedicated operational resource, the Guardian taskforce, a team of 22 officers with enhanced training around behavioural tactics to support focused operational activity in hotspot areas. The taskforce brings a structure with them to deployments to promote enhanced local engagement, to set objectives with the community around violence and apply scrutiny to stop and search and police tactics.

The Guardian taskforce is currently deployed into Birmingham West but is reviewed as part of the Force Tasking Process

12. Additional funding from the Home Office is deployed in the following ways: Extended Neighbourhood Policing Unit (NPU) budgets for hotspot policing in Impact Areas; a Night Time Economy fund that is biddable by all eight NPUs based on bespoke plans
13. WMP are committed to support the Violence Reduction Unit (VRU) as a key partner. The Violence Reduction Unit is a partnership organisation that aims to reduce violent crime across the West Midlands region. It benefits from the expertise of partners in public health, criminal justice, sports, education, and policing in order to take on a collaborative approach towards reducing violence. WMP invest a Chief Inspector and two Inspectors into the VRU to support programme delivery and integration. The effective partnership between WMP and VRU is critical to addressing serious youth violence in the short, medium and long term, not just from the perspective of what we do but how we do it. As a partnership organisation, the VRU report separately but are a key member of Strategic Violence board and Local Policing Governance board
14. A new strategic group chaired by Assistant Chief Constable Claire Bell has been launched to target Violence Abuse and Intimidation against Women and Girls and a strategy has been produced. A series of delivery plans will support this strategy

Measure: Disrupt Drug Supply and County Lines

15. Referrals into Drug Treatment have increased over the last calendar year from 1,087 to 1,229
16. Drug Testing in Custody was paused for most of 2021, but recommenced in October. Since then, 707 tests have been undertaken with a positive rate of 58%.
17. Year-to-date, there have been 1,685 positive drug disruptions. Of these, 286 County lines disruptions have been recorded, with 568 arrests with 157 charges
18. Between January and December 2021, 124 referrals were made to the National Referral Mechanism (NRM) which mention County Lines as a criminal exploitation sub-type

Measure: Reduce Neighbourhood Crimes

19. The national measure will be based on the Crime Survey for England and Wales, but this isn't available at Police Force Area level, so recorded crime will be used as a proxy
20. Total Burglary has been reducing since the peak in November 2018, partially helped by more hybrid working following lockdown, meaning more people are working from home. The year ending June 2019 saw West Midlands record 28,675 Burglaries; in the last statistics produced by the Home Office, this had reduced to 19,018, a 34%

reduction. After three quarters of 2021/22, the levels are still below the pre-Covid baseline, although slightly up compared to 2020/21

21. Robbery saw a peak in offending in October 2018 and the year ending June 2019 saw 8,945 robberies recorded. The last full 12 months of data saw 7,509 robberies, a 16% reduction. Following the successive lockdowns, with the return of schools and the night time economy, robberies have started to rise and November 2020 figures were comparable with November 2019
22. Vehicle Crime is currently down 16% compared to the baseline, however the last few months have seen an upward trajectory – especially around theft of vehicles – with December being the highest month for several years. An issue with global supply for car parts is driving demand for these parts, including microprocessors and semi-conductors, and the increased demand for second hand vehicles has pushed volumes up significantly in last 12 months. Keyless entry is now the preferred way to steal vehicles. Theft of Vehicle has been elevated to a Force Tactical Priority and a sophisticated communications plan to raise awareness and promote crime prevention advice is underway
23. Theft from Person has reduced by 1% compared to the baseline, however, these numbers have started to rise with November being the highest month for three years. Theft of mobile phones is a significant contributor to this, especially in the night time economy

Measure: Improve Satisfaction

24. There is no local data for the national measure since before the pandemic hit, however the previous Crime Survey for England and Wales sample showed West Midlands to be below the national average for perceptions that police do a good job
25. WMP, in partnership with the Police and Crime Commissioner's office, has developed a Citizen Charter and service standards. The Charter essentially outlines the minimum standards that WMP intends to uphold whenever and wherever it deals with citizens. It was developed following consultation with members of the public and WMP employees and acts as a guide both for employees and citizens, letting employees know what is expected of them, and informs citizens what to expect from WMP
26. Following the pilot of an SMS survey in late 2020, the citizen satisfaction project embedded this survey tool into business-as-usual from February 2021 onwards, giving an increased voice to the public about the service they have received. The survey obtains real time service satisfaction from the public across a much wider range of police involvement that our previous surveys have been able to.
27. Information from SMS surveys is segmented against multiple factors, including incident type, caller demographics, location, day of week, time of day and down to team and individual level in order to gain insight, learn, develop and reward. The survey is

reviewed regularly to learn further and make any necessary adjustments and explore long term impacts

28. The SMS survey is sent to all people who contacted us via telephone for all incident types which are deemed to not put the public at risk or be insensitive around the nature of the call. Work is ongoing to develop a process that captures feedback from vulnerable victims and witnesses without placing them at any risk
29. Current response rates for the SMS surveys are 10%, which is higher than the 6% response rate for previous email surveys. 51% of respondents provide us with free text comments. 50% of respondents provide us with their demographic data
30. During the last quarter the SMS survey roll out has included Initial Investigations and the telephone-based Priority Investigations. Data from December showed that 79% of respondents were happy with the service they received and only 17% would have preferred a face to face visit from an officer
31. Further roll outs of the SMS surveys are scheduled for Force Criminal Investigation Department (FCID) and Neighbourhood Policing Units in 20

Measure: Tackle Cyber Crime

32. The National Measure data is not available at police force area level. Therefore, proxy measures on online and fraud offences will be used, this will be from WMP data systems rather than Home Office data
33. Similar to the national picture, online and fraud offences have jumped up significantly since the pandemic. Compared to the 2019 baseline, cyber enabled offences have seen almost a five-fold increase
34. Cyber enabled offences have more than doubled in last 6 months compared to similar period pre-pandemic, with November recording 2,738 offences, the highest monthly total ever recorded categorised as happening online. This now makes up 9% of all crime in the region. Although some of this may be a product of improved crime recording methods and the better identification through the introduction of CONNECT, nationally Fraud had seen a 36% increase compared with the year ending September 2019. This included large increases in “advance fee fraud”, “consumer and retail fraud” and “other fraud” and may indicate fraudsters taking advantage of behaviour changes related to the coronavirus (COVID-19) pandemic, such as increased online shopping and increased savings. Computer Misuse offences have also nationally increased by 89% compared with the year ending September 2019, largely driven by a 161%

increase in “Unauthorised access to personal information (including hacking)” offences.¹

35. Reports to Action Fraud continued to increase in the last calendar year, although this trend slowed since the summer. This has also been seen with investigations disseminated to West Midlands Police from other agencies reducing by 4% across the calendar year compared to 2020
36. Identify fraud, such as impersonations for credit cards, remains the most common type of Fraud with about 60% of all fraud reports

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¹ [Crime in England and Wales - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk/crime-in-england-and-wales)

National Policing Priorities – West Midlands Police and Crime Commissioner Statement February 2022

Introduction

37. This statement meets the requirements of the Elected Local Policing Bodies (Specified Information) (Amendment) Order 2021 as it pertains to the National Policing Priorities.

Homicides and Serious violence

38. Levels of homicide are lower than the baseline year ending June 2019. Levels of hospital admissions for under 25s with a sharp object and firearm discharges are also decreasing. These developments are welcome.

39. That said, HMICFRS has noted that West Midlands Police are tackling higher levels of serious crime, such as firearms and knife crime offences, when compared to other force areas. Some forms of violence have been rising in the West Midlands for several years, driven in no small part by poverty, deprivation and inequality. The West Midlands faces the highest overall level for crime severity

40. Local authorities in more deprived, urban areas, have seen much greater cuts to funding than those serving more affluent areas. It is no surprise then that forces like West Midlands Police are faced with a more challenging environment than forces in less disadvantaged areas. It is important that the police funding formula review reflects these realities

41. Over the past couple of years, serious youth violence is an area in particular which has increased within the West Midlands. For the current financial year to date, serious youth violence has increased by almost 20% on the same period in 2019/20, in part driven by changes in crime recording practice. Instances of serious youth violence where a knife was used remain stable. The development of multi-agency violence reduction activity in the immediate aftermath of an incident, providing support to young people if involved or connected, is growing in importance as a means to stop the transmission of violence

42. Whilst robust policing is key, the prevention and tackling of violence can only be achieved through strong and sustained partnership activity, in which communities play a leading role. The West Midlands Violence Reduction Unit continues to play a key role; drawing upon the expertise of partners in public health, criminal justice, sports, education, and policing in order to take on a collaborative approach towards reducing violence. The development of innovative schemes such as “Step Together” – which protects 18,000 children in the region on their route to and from school – demonstrate the innovation and capacity evident in local violence reduction partnerships. The announcement by Birmingham City Council of significant new investment in youth services to support violence reduction – albeit only for a year initially – shows the strong partnership approach we have in place

43. At the close of Q3, 10, 579 children and young people, and 184 adults had been supported through VRU partnership interventions, 321 young people had received

intensive therapeutic support and over 200 young people had been able to access cognitive behaviour therapy through the VRU funded Heal Hub

44. Serious youth violence will be the subject of an upcoming HMICFRS joint thematic inspection. I trust that HMICFRS will consider the wider systemic factors in relation to violence. I await the insights that result from this inspection and, in particular, any examples of best practice in regards to partnerships and in implementing the serious violence strategy. In the meantime, I will continue to work with West Midlands Police and the partnership that supports the West Midlands Violence Reduction Unit to prevent and reduce violence. Future inspections need a more fully joined up approach, properly encompassing health, education and social care as well as criminal justice agencies
45. We await public confirmation of multi-year funding for violence reduction. While a commitment to multi-year funding is welcome, the partnership will consider both whether the level of funding is comparable to that received in previous years, and the implications of the likely requirements for local match funding. We will work together as a partnership to develop co-commissioning approaches where possible
46. Work to develop West Midlands Police as a “trauma informed” organisation continues, with over 400 WMP officers and staff taking part in bespoke training to date. The need to expand this work and, importantly, identify resources that can support training in partner organisations, is clear. The value of trauma informed practice in custodial environments is becoming very clear

Drug Supply and County Lines

47. Robust enforcement action against those producers, suppliers and dealers involved in the drug economy to disrupt the supply of drugs, and effective action to safeguard those coerced into involvement in the drug economy, remains in place, supported by both West Midlands Police, the West Midlands Regional Organised Crime Unit, and other partners. Performance in this regard has been strong. Reducing demand for illicit drugs is key to this issue and I continue to work with partners to divert individuals who commit low-level drug offences away from the Criminal Justice System towards harm prevention and treatment
48. Within West Midlands Police’s statement, it is noted how we have seen increases in onward referrals to specialist treatment over the past year. Further, we are also seeing increases in the proportion of offenders who are engaged with treatment services
49. A key strategy in diverting individuals towards treatment and harm prevention is the use of alcohol treatment and drug rehabilitation requirements as part of sentencing. There has been an increase in the proportion of offenders who are eligible for these, with some encouraging case studies showing that offenders are engaging regularly and providing negative screens

50. The launch of Harm to Hope, the new national drugs strategy, offers some potential for further development of drug treatment services. I am hosting a partnership event to develop collaborative working in this area. There are interventions best delivered at local authority, Force and regional levels, and the event will explore these opportunities. It is hoped that the forthcoming commissioning framework will support innovative collaborative working of this sort, with funding flexibility to respond appropriately
51. The Violence Reduction Unit continues to support the prevention of exploitation of young people through County Lines, with many precursor risk factors overlapping with involvement in serious youth violence. The VRU leads a nationally recognised partnership silver function, coordinating wider prevention activity to complement ROCU and police proactive activity, and has also supported the development of local authority and police exploitation hubs. The regional multi-agency Criminal Exploitation and Missing Board brings partners together to progress important shared policies across police, children's services and the health sector such as forced concealment, safer relocation and the provision of new services for reachable moments for girls and young women who have become caught up in county lines
52. The likely break in provision of the County Lines victim support service, caused by Home Office procurement planning, is of particular concern. The service, funded directly by the Home Office, may end in March 2022, with 80 young people in our region currently receiving support, while tendering for a new service gets underway. The current provider is not taking new referrals and is issuing notices to staff. With the upcoming Easter Holidays seeing likely increased risk, the decommissioning of the service is causing concern among Directors of Children's Services and other safeguarding partners locally

Neighbourhood crime

53. My Police and Crime Plan commits West Midlands Police to reductions in acquisitive crime, including burglary, robbery, and theft of motor vehicles
54. Historically, the West Midlands have seen higher rates of robbery than most similar police forces elsewhere and so welcome the reductions being seen on the baseline
55. The increases which are starting to be seen in theft from the person offences is an area which we will monitor, a long-term trend of decreasing robbery and increasing theft from the person might suggest a change in tactics in this space. It is understood that the night time economy has been driving an increase in violence over the past 6 months, and so an increase of mobile phone theft in the night time economy at the same time is something which needs more understanding. I will continue to support West Midlands Police to work closely with night time economy businesses
56. The increases which are being seen in vehicle crimes over the previous quarter are noted. Keyless car theft is an issue which has been raised previously. From our analysis, some types of cars appear to be more susceptible and/or more targeted than

others. I will be working with car manufacturers to understand what can be done to help owners protect themselves from car thefts. There is a need for action on preventing the sale of equipment that can be used to facilitate keyless car theft. It is likely that some keyless car thefts are linked to serious and organised crime for export. There is a need to better understand whether stolen parts are finding their way into the mainstream economy

57. I have committed to rebuilding community policing, with the objective of both reducing the measurable harm caused by crime in high priority neighbourhoods, and perceptions of crime and anti-social behaviour in these areas. We are reviewing the use of anti-social behaviour powers across the Force to better understand their effectiveness. The Police and Crime Plan includes a commitment to make better use of management information to understand the efficacy of local policing

Victim satisfaction

58. We are continuing to work with West Midlands to build up a picture of satisfaction locally. Recent trials in SMS surveying are promising but we are still working on presenting a more comprehensive picture of satisfaction within the West Midlands
59. We know that demand for Police services within the West Midlands are at an all-time high, with wait times longer than they should be on some channels. The PEEL inspection 2021/2022 shows that the police funding model is failing to allocate resources appropriately to address threat, risk and demand. West Midlands Police is an efficient police force, yet, as the Inspector's commentary notes, lacks the capacity and resources to cope with the demand it faces
60. I will work with West Midlands Police to ensure that resources are made available, where possible, under the uplift programme and to tackle the national failure to fully implement the existing police funding formula
61. Victims services funding is a barrier to the services victims receive. With the exception of COVID-19 funding, core victims service has had a real terms reduction over a number of years. It is notable that the end of some short-term funding streams means that total funding available for victims in the West Midlands in 2022-23 will fall by about half a million pounds
62. My Victims Commissioner is undertaking work with criminal justice partners to understand and improve the experiences of victims in the criminal justice system. We are working as a criminal justice partnership to assess and improve our compliance with the Victims Code, and made a significant contribution to the consultation on the proposed Victims Bill
63. The Force is undertaking an externally supported review of its investigatory processes in preparation for our participation in Operation Soteria, starting in March 2022. More broadly, we are further developing our approaches to obtaining information regarding trust and confidence in West Midlands Police

64. This year we will be developing an “Ending Male Violence Against Women and Girls Alliance” to work with partners to prevent crimes against women and girls and respond effectively when they take place. My Police and Crime Plan includes a number of specific objectives in this area, including increased use of civil enforcement powers, respond more positively to breaches of civil orders, and improving the provision of domestic abuse perpetrator interventions. Collectively this will lead to improvements in support to victims
65. I am satisfied that West Midlands Police has made significant progress in compliance with crime recording standards, thereby offering greater assurance that victim experiences are being captured more fully. However, the consequences of this compliance in matters such as likely criminal justice outcome rates and the challenges associated with “decriming” an incident need to be fully understood. The implications of the “DG6” charging guidelines also merit further examination

Fraud and cybercrime

66. The rises seen in cybercrime and fraud are a concern. Fraud and computer misuse offences increased during the pandemic at a time when other crime saw decreases. Despite this and its continued increase, fraud continues to be treated as a low-priority or victimless crime
67. The HMICFRS report on fraud in 2021 concluded that there was a need for a greater investment into anti-fraud capabilities. This investment needs to match the scale of the problem. However, subsequent government announcements since the Investigators conducted their revisit, such as the Beating Crime Plan, fall considerably short of the mark
68. I will continue to increase awareness of cybercrime and fraud, and the steps people can take to protect themselves. I will continue to work with partners locally, utilising the West Midlands Fraud Board to monitor rates of Fraud and Cyber Crime and to direct action as appropriate. However, more needs to be done to make fraud a priority nationally

Reporting frequency

69. Reports on performance against the Police and Crime Plan and the National Priorities will be reported at the Strategic Policing and Crime Board on a quarterly basis, with the latter required by the Elected Local Policing Bodies (Specified Information) (Amendment) Order 2021.

Recommendations

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

Appendix A – Police and Crime Plan KPI Scorecard

Rebuilding community policing			
Sub-Objective	Key Performance Indicator	Current / Latest	Historical Performance / Benchmark
	Meet or exceed the Police Officer Uplift target of 1,200 new Police Officers	216 Y2 actual [Jan 22]	368 Y2 allocation
	By doing so, total number of Police Officers in the West Midlands will increase to over 8,000	7,495 [Dec 21]	6691 [Apr 20]
	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	46% retirement, 24% left due to a transfer out, and 18% resigned	
	Utilising the Police Officer Uplift target, we will increase the number of neighbourhood Police Officers by 450	1,658 [Sep 21]; increase of 181	1,477 [Apr 20]
	Increase the amount of time Police Officers spend in local areas, in particular within the 19 Impact Areas	In development	
	Support and maintain the 464 PCSOs within the West Midlands	468 [Jan 22]	464 [Apr 21]
	Increase the number of Special Constables along with the proportion who complete 16 hours per month	305 [Jan 22]; proportion who complete 16 hours in development	283 [Apr 21]; proportion who complete 16 hours in development
	Increase the number of residents signed up to West Midlands Police's <u>WMMNow</u> community messaging system, in particular those residents who live within an Impact Area	Impact Areas which have not seen a 10% increase: Smiths wood (2.9%); West Bromwich Central (3.4%); Three estates (5%); Princes End (7.2%); Brierley Hill (8.9%).	
	Work to reduce the levels of harm seen within Impact Areas in terms of severity of crime	Impact areas seeing a continued increase in harm: Birmingham City Centre, Edington, Dudley Central, Sparkbrook and <u>Sparkhill</u> , and <u>Chelmsley Town</u>	
	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.	Awaiting latest publication	Perception: WMP 17% GM 9; M 8; WY 12; E&W 7 [2019/20] Dealing with: WMP 52% GM 49; M 52; WY 47; E&W 52 [2019/20]
	Monitor the number and rates of anti-social behaviour incidents reported to the police, targeting resource as required through Community Safety Partnerships	28,008 [YTD Jan 22];	61,206 [same period last year]

Preventing and Reducing Crime			
Sub-Objective	Key Performance Indicator	Current	Historical Performance/ Benchmark
Violence against women and girls	Reduce the number of outstanding suspects for Domestic Abuse offences awaiting investigation	2362 suspects; 2674 crimes 965 suspects; 1063 crimes (Repeat DA) [Jan 21]	
	Reduce the repeat rates for Domestic Abuse offences, both in terms of repeat offenders and victims	999 victims; 1086 suspects [Oct 21]	
	Reduce the length of time Rape investigations take within West Midlands Police	405 investigations concluded 85 days average [Oct 21]	
	Reduce the proportion of DA cases where the suspect is released under investigation rather than being bailed with conditions	In development	
	Increase the proportion of breaches (DVP notices; non-molestation orders) which result in an arrest	Positive outcome rate 30% [YTD Jan 22]	35% [Same period 2020/21]; 55% [Same period 2019/20]
	Increase the number of Domestic Abuse offenders which are managed through IOM/Probation	In development	
	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	594 (non-crime) 978 (crime) [YTD Jan 22]	441 (non-crime) 698 (crime) [Same period 2020/21]
Bringing offenders to justice	Identify the reasons for and ultimately reduce the number of investigations which are discontinued due to insufficient evidence where the victim	DA OC15 19%; OC16 74%	DA: OC15 23%; OC16 65% Rape: OC15 21%; OC16 40% [Same period 2019/20]
	supports police action (Outcome 15) and where victims feel unable to support police action (Outcome 16)	Rape: OC15 13%; OC16 56% [YTD Jan 22]	
	Increase the positive outcome rates for Domestic Abuse, Rape, and Stalking and Harassment offences above levels where they have typically been historically	DA 4%; S&H 2%; Rape 2% [YTD Jan 22]	DA>6%; Rape>5%; S&H>8% [Target]
Reducing the harm caused by illicit drugs	Monitor the number of drug trafficking offences recorded by West Midlands Police, directing resource appropriately to tackle supply	1,968 [YTD Jan 22]	1,326 [Same period 2019/20]
	Monitor the number of reports via the National Referral Mechanism which are flagged as County Lines related	124 [Jan – Dec 21]	89 [Jan – Dec 20]
	Increase/improve disruption activity by West Midlands Police as part of pro-active drug supply investigations	1685 total disruptions; Of which, 286 County lines disruptions have been recorded [YTD Nov 21]	372 total disruptions [Same period 2020/21]
	Monitor the number of drug related deaths in West Midlands, acting accordingly where there are significant increases [deaths related to drug misuse]	455 deaths; 5.5 rate [2018-2020] {GMP: 554; 6.9 / Merseyside: 378; 9.6 / West Yorkshire: 500; 7.6}	335 deaths; 4.1 rate [2015-2017] {GMP: 480; 6.0 / Merseyside: 280; 7.1 / West Yorkshire: 381; 5.7}
	Increase the number of suspect/offenders in custody being referred into drug treatment where a need is identified	1,229 [2021]	1,087 [2020]
	Monitor proportionality in the use of diversion	Monitored as part of the Reducing Reoffending Delivery Group	
	Increase the use of Out of Court Disposals for low level drug offences, such as those given via the DIVERT programme	Monitored as part of the Reducing Reoffending Delivery Group	

Reducing acquisitive crime	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	Burglary 12,478; Robbery 5,858; vehicle theft 10,061; Theft from the person 3,149 [YTD Jan 22]	Burglary:15,375; Robbery: 6,050; Vehicle theft: 8,188; Theft from the person: 2,537 [Same period 2019/20]
Reducing cybercrime and fraud	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.	15,869 [YTD Dec 21]	14,718 [Same period 2020/21]
	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.	Awaiting latest return	Compliance: 100% Judicial outcome: 2% NFA: 83% Outstanding: 15% Apr 19 to Mar 20 with HOCR outcomes up to Mar 21
Reducing business crime	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, Shoplifting	34,495 <u>total</u> ; 3,124 burglary; 719 robbery; 3,469 bilking; 10,604 shoplifting [YTD Jan 22]	39,281 <u>total</u> ; 4,535 burglary; 864 robbery; 4,579 bilking; 12,948 shoplifting [Same period 2019/20]
	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	362 [YTD Jan 22] *Provisional data	
	Reduce the number of outstanding suspects for serious acquisitive crimes awaiting investigation	Burglary: 178 suspects; 172 crimes Robbery: 207 suspects; 181 crimes Bilking: 15 suspects; 15 crimes Shoplifting: 342 suspects; 336 crimes [Jan 22]	New measure

Increased Confidence in West Midlands Police			
Sub-Objective	Key Performance Indicator	Current	Baseline/Target
A police force that represents the best of the West Midlands	Utilising the Police Officer Uplift target, we will increase the number of Black, Asian and Minority Ethnic Police Officers by 1,000	1095 [Dec 21]	878 [Apr 20]
	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	Female: 44.02%; Under-represented groups: 14.62%; White Other: 2.45%	Female: 43.7%; Under-represented groups: 14.0%; White Other: 2.3%
Understanding, measuring and improving public confidence in policing and satisfaction with service	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	Polite and respectful: 85% Understanding: 78% Time taken: 64% Helped with issued: 68% [YTD Jan 22]	N/A – New measure
	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	N/A - awaiting latest publication	WMP 65% GM 70; M 74; WY 72; E&W 74 [2019/20]
Police Powers (Stop and Search; Section 163 Traffic Stops; Use of Force)	Increase the positive outcome rate for Stops and Searches to no less than 50%	27% [YTD Jan 22]	50%
	Monitor the use of Stops and Searches under Section 60, ensuring that they are used only when absolutely necessary	342 [YTD Jan 22]	95 [Same period 2020/21] 334 [Same period 2019/20]

	Ensure that the use of body-worn video during Stops and Searches and Use of Force remains at the same level or higher	S&S 95% <u>UoF</u> 82% [YTD Jan 22]	S&S 92%-95% <u>UoF</u> 78%-80%
	Reduce the disproportionality of who is stopped as part of Stops and Searches and for individuals being subjected to Use of Force	S&S 2.7 / 4.4; <u>UoF</u> 1.0/3.5 [YTD Jan 22]	S&S 2.6 / 4.6; <u>UoF</u> 0.9/3.9 [Same period 2019/20]
	Monitor where injuries occur as part of Use of Force, ensuring that cases where serious injury occur are reviewed and action taken where necessary	20 [YTD Jan 22]	40 [Same period 2020/21] 48 [Same period 2019/20]
Cadets	Increase the capacity of the cadet scheme so that more young people can join	Outstanding 2; Good 8; Requires Improvement 12; Poor 0 [Oct 21]	Outstanding > <u>8 volunteers</u> average per unit Good 5-7 volunteers Requires Improvement 2-4 volunteers Poor<1 volunteers
	Increase the number of community volunteers in cadet units	187 [Oct 21]	
Complaints and misconduct processes that everyone can trust	Monitor the number of complaints which West Midlands Police receive and reduce the length of time taken to investigate complaints	In development	
	Increase the use of reflective practice within West Midlands Police	98 [Sep 21]	
	Monitor the service recovery satisfaction for victims and members of the public who have submitted a complaint	In development	
Access to police services	Ensure that West Midlands Police answer 999 and 101 calls within the timescales stated in the Citizens Charter 999: 90% within 10 seconds 101: 90% within 3 minutes [Citizens Charter SLA]	999: 77% within 10s; average 16s 101: 41% within 3m; average 8m44s [YTD Jan 22]	999: 85% within 10s; average 10s 101: 67% within 3m; average 3m45s [Same period 2020/21]
	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	P1: 41% within 15m; median 16m19s P2: 31% within 60m; media 1h26m31s [YTD Jan 22]	P1: 46% within 15m; median 14m39s P2: 31% within 60m; media 1h04m05s [Same period 2020/21]

Supporting the workforce, organisational change and new technology

Sub-Objective	Key Performance Indicator	Current	Historical Performance/ Benchmark
Performance management of officers and staff	Monitor the attendance rates within West Midlands Police and in particular absences due to mental ill health, providing programmes of support where needed	92.22%; 1.9% of total working days [Dec 21]	95.4% [2020/21] 1.5% of total working days [2020/21]
	Monitor referrals to occupational health, ensuring that there is no delay in Police Officers and Staff getting an appointment	10 days [Sept 21]	14-21 days
	Increase staff survey engagement rates and monitor wellbeing survey results	Awaiting next survey	Completion Rate: 44%; Engagement Rate: 75%
	Monitor incidents where Police Officers are assaulted whilst on duty and what action is taken against the offender	1,924; 49% PO [YTD Jan 22]	1,312; 66% PO [Same period 2019/20]
A greener West Midlands Police	Reduce CO2/ m2 from energy usage within the West Midlands Police estate	18.54 kg of CO2 per m2 NIA [Apr-Jun 21]	19.41 kg of CO2 per m2 NIA [Apr-Jun 20]
	Reduce CO2/km average travelled by the fleet by ensuring that vehicle service appointments are kept and through the monitoring of driving behaviours	256 g per kilometre [Jul-Sep 21]	218 g per kilometre (2018/19)

An efficient and effective criminal justice system

Sub-Objective	Key Performance Indicator	Current	Historical Performance/ Benchmark
	Increase the use of Out of Court Disposals where offenders are eligible	Monitored as part of the Reducing Reoffending Delivery Group	
	Monitor offence types along with demographic breakdowns of offenders to highlight potential gaps in the Out of Court Disposals available	Monitored as part of the Reducing Reoffending Delivery Group	
	Monitor disproportionality within the Criminal Justice System, with a focus on age, gender and ethnicity across: arrests, police outcomes, prosecution outcomes, remand status, reoffending	Monitored as part of the Reducing Reoffending Delivery Group	

Supporting victims and witnesses

Sub-Objective	Key Performance Indicator	Current	Historical Performance/ Benchmark
	Monitor the number of victims supported by commissioned services and assess any gaps between numbers supported and the number of victims overall	In development	
	Monitor offence types along with demographic breakdowns of both victims and offenders to highlight potential gaps in service provision	In development	
	Monitor where individuals are more likely to be victimised multiple times and ensure appropriate services are in place	In development	

Reducing Violence				
Sub-Objective	Key Performance Indicator	Current	Historical Performance/ Benchmark	Target
	Monitor the rates of homicide within the West Midlands and ensure a swift response from West Midlands Police	45 [YTD Jan 22]	33 [Same period 2020/21] 28 [Same period 2019/20]	
	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	5,303 knife crime; 5,858 robbery personal [YTD Jan 22]	3266 knife crime; 3812 robbery personal [Same period 2020/21] 3463 knife crime; 4846 robbery personal [Same period 2019/20]	
	Monitor serious youth violence and increase the positive outcome rate for victims	7,340; 6% [YTD Jan 22]	4192; 9% [Same period 2020/21] 5068; 10% [Same period 2019/20]	
	Monitor hospital admissions of under 25s who have been assaulted with a sharp object and assess what action West Midlands Police can take	145 [Year ending Oct 21]	215 [Year ending June 19]	
	Monitor the number of gun crime offences and increase the number of firearms being recovered through better intelligence	727 gun crime [YTD Jan22] 46 recoveries [YTD Oct 21]	615 gun crime [Same period 2020/21] 605 gun crime [Same period 2019/20]	

Safer travel			
Sub-Objective	Key Performance Indicator	Current	Historical Performance/ Benchmark
Public Transport	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	Monitored as part of the Safer Travel Partnership	
	Monitor reports of crime and anti-social behaviour incidents which occur on the public transport network and what the outcomes of investigations are	Monitored as part of the Safer Travel Partnership	
	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	Monitored as part of the Safer Travel Partnership	
Safer travel	Monitor the rates of road traffic casualties on roads within the west Midlands	508 [YTD Aug 21]	582 [Same period 2020/21]
	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	Endorsable – Speeding Offences 2,188 [Same period 2021/22]	Endorsable – Speeding Offences 1,728 [Same period 2020/21] Endorsable – Speeding Offences 1,458 [Same period 2019/20]
	Review the reasons for cars being seized, assessing whether there are any commonalities/trends which need addressing	In development	
	Monitoring offences relating to e-scooter and assessing what risks they pose to the public	In development	

West Midlands Police and Crime Panel

14 March 2022

Police and Crime Commissioner Key Decisions: December 2021 – 4 March 2022

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: [PCC Decisions](#)

[PCC Decision 006-2022 – Demolition and Remediation at New Eastern Custody Site](#) - Relates to works at the former site of Covrad Heat Transfer, Sir Henry Parkes Road, Canley, Coventry

[PCC Decision 001-2022 CBRN](#) - PCC Decision 001-2022 is a confidential decision relating to CBRN work.

[Decision 004 2022 Revenue Budget](#) – Sets out the 2022/23 Revenue Budget & Precept and Capital Programme 2022/23 to 2025/26 and Medium-Term Financial Plan to 2026/27

[Decision 002 – 2022 – Pension Forfeiture](#) – Relates to the pension forfeiture in respect of ex-police officer

Report of: Panel Lead Officer

Date: 14 March 2022

Recruitment Plan for Chief Constable

1. Purpose of Report

- 1.1 The report set out in Appendix A sets out the proposed recruitment plan for the Chief Constable position. The Panel is asked to consider the Commissioner's invitation to nominate a panel representative to observe key stages.

2. Recommendation

- a. **That the invitation of the Commissioner for a Panel representative to observe the key stages of the Chief Constable recruitment process, be considered.**
- b. **That the Panel agree to nominate the Panel Chair and agree a substitute.**

3 Background and Panel Role

- 3.1 Sir David Thompson QPM DL will be leaving West Midlands Police on or before 17 January 2023. A recruitment process is therefore required and is now in progress to ensure that a new Chief Constable is operational in post on or before 17 January 2023.
- 3.2 Appendix A sets out key information including the details of the selection process and timetable.
- 3.3 The Police and Crime Panel has a statutory responsibility to review the Commissioner's proposed appointment before they are confirmed in post. The Panel's Confirmation Hearing will be timetabled accordingly.
- 3.4 The Commissioner has invited the Police and Crime Panel to nominate a representative to observe the key stages of the recruitment process – shortlisting, stakeholder panels and the interviews. The purpose of this is to add additional transparency to the process, and also to give the Police and Crime Panel further reassurance that it is a fair and open process.

Appendix A:

Recruitment Plan for Chief Constable: report of the Police and Crime Commissioner

Panel Lead Officer:

Kevin O'Keefe – Chief Executive, Dudley MBC

Panel Contact Officers:

Christian Scade – Interim Head of Scrutiny, Birmingham City Council

Sarah Fradgley – Scrutiny Officer, Birmingham City Council

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

APPENDIX A

Recruitment Plan – West Midlands Police Chief Constable

Report to West Midlands Police and Crime Panel 14 March 2022

1. Introduction

Sir David Thompson QPM DL will be leaving West Midlands Police on or before 17 January 2023. Sir David has served as Chief Constable in the West Midlands since 2016, during a period of great change. His legacy of innovation and leadership leaves the Force well placed for the challenges in the years ahead. A recruitment process is therefore required and is now in progress to ensure that a new Chief Constable is operational in post on or before 17 January 2023.

2. Selection Process

2.1 Underpinning the entire recruitment exercise is the aim to have an open, fair and transparent process which attracts a strong and diverse field of applicants. The new Chief Constable will lead the second largest police force in the UK and will be expected to work with the Police and Crime Commissioner to deliver on the commitments made in the Police and Crime Plan. It is important therefore that the recruitment process is designed and managed to deliver these objectives. The following are key parts of the process:

2.2 *Policing Adviser* – A Policing Adviser will be appointed to provide technical advice to the Interview Panel and to the Commissioner. The Policing Adviser will assist with advice at each stage of the recruitment.

2.3 *Stakeholder Panels* – there will be two Stakeholder Panels for each candidate. One Panel will be made up of young people, and the second Panel will be made up of representatives from community and other partner organisations. The panels will assess the ability of each candidate to engage with communities and to work in partnership. Panels will be chaired by the Assistant PCCs, and each will provide a report to the Interview Panel, to assist with and inform the selection decision. A recruitment exercise has taken place to attract members for each of the Stakeholder Panels.

2.4 *Training for Interview and Stakeholder Panels* – training will be provided for all Panel members, with a focus on such matters as selection skills and avoiding unconscious bias.

2.5 *Interview Panel* – this will be made up of the Commissioner, the Victims Commissioner, an Independent Member and two representatives from community groups/partner organisations, supported by the Policing Adviser and the Monitoring Officer. A member of the Police and Crime Panel will attend as an observer.

2.6 *Independent Member* – the Interview Panel must include an independent member. The Independent Member of the Panel must be independent of the Commissioner and West Midlands Police. The role of the Independent Member is to ensure the selection and appointment process is conducted fairly and openly, and the successful candidate is selected on merit. The Independent Member must have high levels of knowledge and understanding of the need to ensure fairness, integrity and equality throughout a

recruitment process. They will be an active member of the Interview Panel, participating throughout the selection process, and producing a high-quality written report at the conclusion of the exercise which will be submitted to the West Midlands Police and Crime Panel.

3. Timetable

3.1 The timetable is planned as follows:

- i) Closing Date for applications 30 April
- ii) Shortlisting 9 May
- iii) Stakeholder Panel 16 May
- iv) Interview Panel 17 May
- v) Police and Crime Panel Confirmation hearing July (date to be confirmed).

4. Attracting candidates

4.1 In order to attract the widest possible field of strong candidates, a number of steps are being taken. The Commissioner has already written personally to every police officer in the UK, who is eligible to apply, to inform them of the forthcoming process. An offer was extended to have informal confidential discussions with potential candidates. During April, the advert will be placed widely across the UK, and information will be distributed across the police network, making use of platforms such as Police Now, College of Policing, and the chief constable network. All recruitment materials will be designed with the aim of demonstrating that this is an open, fair and transparent process, and that the appointment will be based on merit.

5. Legal Implications

5.1 Section 38 of the Police Reform and Social Responsibility Act 2011, provides that a Police and Crime Commissioner is responsible for appointing the Chief Constable for their police force area. The responsibilities of the Commissioner in relation to the appointment are further explained in Home Office Circular 13/2018 *Selection and Recruitment of Chief Officers*.

5.2 The role of the Police and Crime Panel in a Chief Constable recruitment process is set out at PRSRA 2011, Schedule 8, and also in the Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012.

6. Police and Crime Panel Confirmation Hearing

6.1 Within 30 days of being notified by the PCC, the Panel must hold a confirmation hearing.

6.2 It is anticipated that the first stages of the recruitment process will be complete in time for the 'notification' to be sent to the Police and Crime Panel before the end of June 2022. This will then trigger a confirmation hearing to be held in July 2022. Timings for the formal notification and the Confirmation Hearing will be agreed between the OPCC and the Police and Crime Panel secretariat. The Police Reform and Social Responsibility Act 2011, Schedule 8 requires:

- PCC to formally notify the PCP of the proposed chief constable appointment
- PCC to provide the PCP with specific information in relation to the individual and the appointment
- PCP to review the proposed appointment within three weeks
- PCP to hold a public confirmation hearing to question the candidate

- PCP to write a report to the PCC on the proposed appointment, to include a recommendation as to whether the individual should be appointed and may include exercising the power of veto;
- The Independent Member of the Interview Panel to submit a report to the PCP, outlining their view on whether the recruitment was a fair and open process, and the appointment was based on merit;
- A decision to veto to be agreed by two-thirds of the PCP members; and
- PCP's report to be published.

7. Police and Crime Panel Observer

7.1 The Commissioner invites the Police and Crime Panel to nominate a representative to observe the key stages of the recruitment process – shortlisting, stakeholder panels and the interviews. The purpose of this is to add additional transparency to the process, and also to give the Police and Crime Panel further reassurance that it is a fair and open process.

Report of: Panel Lead Officer

Date: 14 March 2022

West Midlands Police and Crime Panel Budget 2022/23 and Expenditure 2021/22

1. Purpose of Report

1.1 The West Midlands Police and Crime Panel accepted a grant from the Home Office to meet the costs of the Panel for the year 2021/22. This paper is to report on costs for 2021/22 and to set out the budget for 2022/23.

2. Recommendation

The Panel is asked to note the expenditure for 2021/22 and to make any comments in relation to the forecast for 2022/23.

3. Background

3.1 In establishing Police and Crime Panels, the Home Office agreed that a limited grant would be provided to each Local Authority acting as the Host Authority (in providing the administrative support and management and maintaining the Police and Crime Panel). In the West Midlands this is Birmingham City Council.

3.2 The Panel's Arrangements, agreed with the Home Office in July 2013, stated that:

The annual costs associated with the operation, organisation and administration of the Panel shall be offset by the Home Office grant to be managed by the Host Authority. All of the relevant costs incurred by the Host Authority in connection with the work of the Panel shall be met from the funding allocated by the Home Office unless the Authorities agree otherwise. The Host Authority shall monitor all expenditure incurred and make provision for an annual report.

4. Home Office Grant and Expenditure 2021/22

4.1 The maximum amount which could be claimed from the Home Office in 2021/22 was £66,180. The amount claimed by Birmingham City Council is indicated below.

Expenditure 2021/22

Panel administration (1)	£44,305.06
Member Expenses (2)	£0
Panel Meeting Expenses (3)	£0
Allowances (4)	-
Total claimed from the Home Office	£44,305.06

(1) Panel Administration

4.2 Costs for panel administration include officer time and website maintenance.

4.3 Some Panels have appointed a full time officer to support the Panel; within Birmingham a number of officers have some involvement in the Panel, but none work on it full time.

(2) Member Expenses

4.4 Members of the Panel can claim expenses in line with Birmingham City Council’s member expenses scheme, for travel, subsistence and child care¹.

(3) Panel Meeting Expenses

4.5 The grant also covers the cost of meeting rooms, refreshments, printing and postage.

(4) Allowances

4.6 In January 2013 the Panel agreed that Members would not use the Home Office grant to draw allowances for members of the Panel.

5. Home Office Grant and Proposed Expenditure 2020/21

5.1 Notification of the Home Office grant for 2022/23 has not yet been received but is expected to be in line with previous years.

5.2 The forecast expenditure for 2022/23 is therefore:

Proposed Expenditure 2022/23

Panel administration (1)	£50,000
Member Expenses (2 – as above)	£2,000
Panel Meeting Expenses (3 – as above)	£4,000
Allowances (4 – as above)	-
Contingency (5)	£10,180
Total	£66,180

(1) Panel administration

5.3 The time spent by officers (and being reclaimed against the Home Office grant) will amount to no more than £50,000 for 2022/23. Support costs associated with the WMPCP website (westmidlandspcp.co.uk) is also supported by the grant.

5.4 The budget will be adjusted if the workload intensifies in 2022/23. In addition, some funding may need to be allocated to Legal Services for the Monitoring Officer’s role in resolving complaints, on a basis to be agreed.

(5) Contingency

5.5 Contingency funding is available for other expenses, including conferences, training and development.

6. Transparency

6.1 Under the Home Office grant agreement, PCPs must “publish, as a minimum on their website, details of all their expenditure (or, where that is not possible, on the Host Authority’s website).” This was introduced in 2016, and details are published on the website at: westmidlandspcp.co.uk/about-the-panel/panel-funding-and-expenditure.

7. Ongoing Home Office Funding

7.1 No commitment has been made for future years at this stage.

¹ https://www.birmingham.gov.uk/downloads/file/4222/members_allowances_scheme

8. Background Information

Police and Social Responsibility Act 2011

Grant agreement between Secretary of State for the Home Department and Birmingham City Council for the Police and Crime Panel Grant for the 2021/22 financial year.

9. Lead Officer:

Kevin O'Keefe – Chief Executive, Dudley MBC

Contact Officers:

Christian Scade – Interim Head of Scrutiny and Committee Services, Birmingham City Council

Sarah Fradgley – Scrutiny Officer, Birmingham City Council

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Report of: The Lead Panel Officer

Date: 14 March 2022

Police and Crime Panel Annual Complaints Monitoring – January 2021 – March 2022

1. Purpose of Report

1.1 The purpose of this report is to provide the West Midlands Police and Crime Panel with an update on the handling of complaints made against the West Midlands Police and Crime Commissioner (PCC). This report covers the period January 2021 – March 2022.

2. Recommendation

That the information contained in the report be noted.

3. Background

- 3.1 The Panel has a statutory responsibility under the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 for handling complaints for handling complaints regarding the non-criminal behaviour of the PCC and resolving such complaints through an informal resolution process. In addition, the Panel is responsible for recording and referring complaints alleging criminal conduct to the Independent Office for Police Conduct.
- 3.2 In October 2012 the Panel approved its complaints procedure based on the Regulations and, following further guidance from the Home Office, agreed in January 2013 to delegate all complaint handling, recording of decisions and the brokering of informal resolutions to the Birmingham City Council Monitoring Officer. The Birmingham Scrutiny Office supports the Monitoring Officer in this function.
- 3.3 In September 2013 the Panel updated its protocols for handling complaints to include the option to establish a Complaints Sub-Committee in cases where the Monitoring Officer deemed it the most appropriate method to resolve a complaint.
- 3.4 The Panel also agreed to an annual complaint monitoring report to update Members on the complaints that have been dealt with by the Monitoring Officer on its behalf. This report would advise members on the number of complaints received and provide a summary of any actions taken. Details of the complaint, complainant and case files would remain confidential.

4. The Panel's Complaints Procedure and Outcomes

- 4.1 The Panel's complaints procedure, together with an 'easy-read' guide and an online complaint form is on the Panel website www.westmidlandspcp.co.uk
- 4.2 The Panel website and guidance makes it clear that the Panel cannot look at police complaints. However, the office continues to receive a number of police complaints and redirect these complainants to the WMP Professional Standards Department.
- 4.3 Each recorded non-criminal complaint against the PCC is subject to an 'informal resolution' process described in the Panel's complaints procedure. Prior to undertaking this, the Monitoring Officer has the opportunity to 'dis-apply' the informal resolution process, should the complaint fall into a number of categories outlined in the Regulations.

- 4.4 Whilst the PCC must monitor all complaints made about the West Midlands Police, and handles complaints against the Chief Constable, he has no remit or legal authority to act as an advocate for individuals, investigate individual cases or direct the Chief Constable on how to manage or respond to an individual complaint. Therefore, complaints about the PCC's failure to act in police complaints would generally not be recorded.
- 4.5 The Policing and Crime Act 2017 enhanced the role for PCCs in police complaints. There were no changes to the Panel's remit which continues to handle complaints about the conduct of PCC under the existing framework of The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012.
- 4.6 It should be noted that the Panel has no remit to consider appeals against the outcome of a police complaint that the PCC handles under these new responsibilities.

5. Complaints about Panel Members

- 5.1 In the absence of any provision or guidance regarding who should handle a complaint made against the Panel itself, it should be noted that each elected Panel Member is subject to their respective appointing Authority's Codes of Conduct and the two independent members of the Panel have adopted the Code of Conduct of the host authority (Birmingham)

6. Summary of Complaints Received January 2021– March 2022

- 6.1 Three complaints were received:

Complaint 1: Recorded then withdrawn by complainant. No further action.

Complaint 2: Recorded and taken forward to informal resolution and concluded without action taken.

Complaint 3: Not recorded as it purported to be about the PCC but related to matters that fell beyond his remit.

List of background papers:

West Midlands Police and Crime Panel Complaints Procedure
Report and Minutes from Police and Crime Panel 30 September 2013
Report and Minutes from Police and Crime Panel 19 January 2015

Lead Officer:

Kevin O'Keefe – Chief Executive, Dudley MBC

Contact Officers:

Christian Scade – Head of Scrutiny Services, Birmingham City Council
Sarah Fradgley – Scrutiny Officer, Birmingham City Council

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