

West Midlands Police and Crime Panel

Monday 20 January 2025 at 14:00 hours

Sandwell Council House, Freeth Street, Oldbury, B69 3DB

This meeting will be livestreamed at [Police and Crime Panel - Sandwell Metropolitan Borough Council - Civico](#)

More information about the Panel, including meeting papers and reports, can be found on the Panel website www.westmidlandspcp.org.uk

Contact Officer: Sam Yarnall, Scrutiny Officer email: wmpcp@birmingham.gov.uk Tel: 0121 303 2288

AGENDA

Supporting Document	Item	Topic	Approximate time
	1	NOTICE OF RECORDING This meeting will be webcast for live or subsequent broadcast and members of the press/public may record the meeting. The whole of the meeting will be filmed except where there are confidential or exempt items.	14:00
	2	APOLOGIES	
	3	DECLARATIONS OF INTEREST (IF ANY) Members are reminded they must declare all relevant pecuniary and other registerable interests arising from any business to be discussed at this meeting. If a disclosable pecuniary interest is declared a Member must not participate in any discussion or vote on the matter and must not remain in the room unless they have been granted a dispensation. If other registerable interests are declared a Member may speak on the matter only if members of the public are allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless they have been granted a dispensation. If it is a 'sensitive interest', Members do not have to disclose the nature of the interest, just that they have an interest. Information on declaring interests at meetings is available on the Local Government Association's Model Councillor Code of Conduct .	
Attached	4	MINUTES To confirm the Minutes of the meeting held on 9 December 2024.	14:05

Supporting Document	Item	Topic	Approximate time
Attached	5	POLICE AND CRIME PANEL ACTION TRACKER To consider the progress of actions arising from previous Panel meetings.	14:07
	6	PUBLIC QUESTION TIME To receive questions from members of the public notified to the Panel in advance of the meeting. Any member of the public who lives, works, or studies in the West Midlands (other than police officers and police staff) can ask a question at the meeting about the Panel's role and responsibilities. Questions must be submitted in writing 4 days before the meeting to wmpcp@birmingham.gov.uk	14:15
	7a.	REVIEW OF DRAFT POLICE & CRIME PLAN (STATUTORY TASK) The Panel will scrutinise how the draft plan takes into account the local priorities, resourcing and how delivery of priorities will be measured.	14:30
	7b.	REVIEW OF DRAFT POLICE & CRIME PLAN (STATUTORY TASK) Report of the Police and Crime Commissioner to present the draft Police and Crime Plan.	14:30
	8	LESSONS LEARNT FROM VIOLENT DISORDER IN SUMMER 2024 Report of the Office of the Police and Crime Commissioner. To understand the actions and activities of the Police and Crime Commissioner in the immediate response to the violent disorder in Summer 2024 and to identify any lessons learnt from a prevention, collaboration, community safety and criminal justice perspective.	15:30
	9	PANEL WORK PROGRAMME The Panel to identify issues for consideration for a work programme for 2024/25 and arrangements to take forward.	16:00
	10	NEXT MEETING DATE 3 February 2025 at 2pm - Birmingham City Council Chamber	16:05
	11	URGENT BUSINESS To consider any items of business by reason of special circumstances (to be specified) that in the opinion of the Chair are matters of urgency.	16:10

**MINUTES OF THE MEETING OF THE WEST MIDLANDS POLICE AND CRIME
PANEL HELD ON 9 DECEMBER 2024 AT 14:00 HOURS –, COMMITTEE ROOM 5,
CITY OF WOLVERHAMPTON CIVIC CENTRE, ST PETER’S SQUARE,
WOLVERHAMPTON, WV1 1SH.**

PRESENT: -

Members

Cllr Jasbir Jaspal (City of Wolverhampton Council – Chair)

Kristina Murphy (Independent Panel Member – Vice Chair)

Cllr Rashad Mahmood (Birmingham City Council)

Cllr Gareth Moore (Birmingham City Council)

Cllr Izzy Knowles (Birmingham City Council)

Cllr Abdul S Khan (Coventry City Council)

Cllr Pervez Akhtar (Coventry City Council)

Cllr Mushtaq Hussain (Dudley Metropolitan Borough Council)

Cllr Ed Lawrence (Dudley Metropolitan Borough Council)

Cllr Jackie Taylor (Sandwell Metropolitan Borough Council)

Cllr Bill Gavan MBE (Sandwell Metropolitan Borough Council)

Cllr Alan Feeney (Solihull Metropolitan Borough Council)

Cllr Waheed Rasab (Walsall Metropolitan Borough Council)

Adele Brown (Independent Panel Member)

ALSO PRESENT: -

Simon Foster – Police and Crime Commissioner

Mr Craig Guildford – Chief Constable Candidate

Alethea Fuller – Deputy Chief Executive, Office of the Police and Crime
Commissioner

Jane Heppel – Chief Finance Officer, Office of the Police and Crime Commissioner
Police

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

Tom Senior – Lead Officer (Dudley Metropolitan Borough Council)

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

Sam Yarnall – Interim Scrutiny Officer (Birmingham City Council)

836 NOTICE OF RECORDING

The Chair notified Members that due to unforeseen circumstances the meeting was not livestreamed.

837 APOLOGIES

There were no apologies given at the meeting.

838 DECLARATIONS OF INTEREST

Non-pecuniary interests were declared by Cllr G Moore, as a Trustee of the Birmingham LGBT, and Cllr I Knowles, being in receipt of a police Pension.

839 POLICE AND CRIME PANEL MEMBERSHIP 2024/2025 AND INDEPENDENT PANEL MEMBER RECRUITMENT

The Overview and Scrutiny Manager explained to the Panel that there had been recent changes to the Panel in terms of membership. Cllr Hussain had been appointed by Dudley Metropolitan Borough Council for the remainder of the Municipal Year. Independent Panel Member, Derek French, had resigned from post requiring the establishment of a recruitment panel. Cllr Jasbir Jaspal (Chair), Cllr Gareth Moore, Cllr Izzy Knowles, and Adele Brown (Independent Member) volunteered to form the selection panel.

RESOLVED

That :

- a) **The appointment of Councillor Mushtaq Hussain (Dudley Metropolitan Borough Council) for the remainder of the 2024/2025 Municipal Year, be noted;**
- b) **The resignation of Derek French Independent Member, be noted;**
- c) **The Panel proceed with the recruitment of an Independent Panel Member;**
- d) **The proposed recruitment timetable and process be approved;**
and
- e) **Councillor Jasbir Jaspal (Chair), Councillor Gareth Moore, Councillor Izzy Knowles and Adele Brown (Independent Member) be appointed to the selection panel to shortlist and interview candidates.**

840 MINUTES

RESOLVED: -

That the minutes of the meeting held on 7 October 2024 be confirmed as correct and signed by the Chair.

841 ACTION TRACKER

The Chair informed Members that there had been an update on the action tracker under minute items 842, 827 vi and 836.

RESOLVED: -

That the actions detailed in the action tracker were noted.

842 PUBLIC QUESTION TIME

The Chair informed Members that there were no public questions presented prior to the meeting to be heard. Members discussed what would be the best approach to encourage the public to ask questions and it was agreed that Members would speak to their constituents to encourage public engagement.

During this item a member of the public presented the Chair with information in relation to the Confirmation Hearing of the Chief Constable. Members discussed how to deal with the information given. The Lead Officer reviewed the information briefly and advised Members that due to the nature of the information that it was to be given to the Police and Crime Commissioner to review as it pertained to a Police employment matter. Members agreed with the advice that the documentation be passed onto the Police and Crime Commissioner as the appropriate body to respond.

843 USE OF INFORMATION SUB-GROUP

The Chair of the Information Subgroup provided the update that summarised the work undertaken to examine the performance information proposed for the new Police and Crime Plan. The subgroup had made a number of recommendations including clarity on baselines and the terminology to be used. It was hoped this would help the Panel understand the performance information presented at panel meetings to scrutinise the work of the Commissioner. Members had no further debate on this item and agreed with the recommendations.

RESOLVED: -

That:

the work of the subgroup to date and the next steps identified for future activity, be noted; and the comments developed by the Use of Information Subgroup in relation to the draft Police and Crime Plan key performance indicators be endorsed.

844 POLICE AND CRIME COMMISSIONER UPDATE ON ACTIVITIES AND RECENT KEY DECISIONS

The Police and Crime Commissioner provided an update on the recent activities, initiatives and key decisions that had been made since his re-election. The Commissioner highlighted that the recent activity and decisions by him and his Office had impacted the Police and Crime Plan and that the draft would be presented to the Panel in the New Year. The update included:

- Tackling street racing;
- Supporting young people to fulfil their potential;
- Continual work on the Knife Robbery Task Force, that was convened by the Home Secretary as part of the Government's Safer Streets Campaign;
- The Neighbourhood Policing Guarantee, this promoted further funding to the Police Force to address the 800 fewer police officers there were in contrast to the numbers of Officers in 2010; and
- Recent work on White Ribbon Day to promote the work that West Midlands Police and the Commissioner were conducting to support women and child that were subject to domestic abuse.

During the update, Members was informed that on the 3rd October 2024 that the Commissioner met with partners as part of a pilot to support community policing within the region. This pilot would support the priorities set in the Commissioner last Police and Crime Plan that explored the support for women in the criminal justice system as well as supporting those that had experienced domestic abuse. The Commissioner also summarised that from July 2023 to June 2024 there had been reduction of violence by 9% and that there had been a further reduction in knife crime.

Members asked the following of the Commissioner in response to his update:

- Members discussed the perception of residents that crime was not reducing The Commissioner explained that the statistics were quoted from the Office of National Statistics and the National Crime Survey for England and Wales and related to police recorded crime. Members requested a breakdown of the figures across the region to monitor the crime rate reduction. The Commissioner explained that the statistics breaks it down across the cities as well as the types of crimes that were being committed. It was explained that areas such as Walsall were outliers for the number of criminal offences that were being committed, particularly, with youth violence. It was explained that the statistics illustrated that whilst the West Midlands decreased by 10% in the number of criminal acts, the nation had increased by 10%. Further information was said to be included in the Commissioners Accountability report that was presented to his Governance Board in November 2024 and urged concerned councillors to contact him.

- Members requested a regular update on road safety to monitor the progress made under the Road Safety Action Plan. The Commissioner agreed to report back to the Panel in his capacity as Chair of the Strategic Group it was prefaced that this was a joint work with the Combined Authority.
- Members discussed the Neighbourhood Policing Guarantee recently announced by the Government and The Commissioner agreed to share the local numbers once finalised by the Government.
- Members discussed recent events in the region regarding road safety and street racing, which led to a fatality in Coventry earlier in the year. Members and the Commissioner discussed that the recent tragic events led to further speed cameras and speed limits to be enforced and it was an opportunity for further collaborative working to address the concerns across the West Midlands.
- Members and the Commissioner discussed some of the initiatives that had been established to support public trust with the force, this included discussion on Operation SNAP for road crimes. It was highlighted that the operation mentioned had seen 14,000 cases to date with it being projected to 16,000 cases by years end in identifying and tackling road safety offences.
- Members discussed the recent site visit to the C3 Contact Centre and the recent update to Neighbourhood Policing. It was discussed that the current plan for Neighbourhood Policing was not aligned with current ward boundaries and if this would be considered in the future. The Commissioner urged the Panel to write to himself outlining the concerns to be considered as part of an operational manner of West Midlands Police.
- Members discussed the recent Government Policy surrounding releasing offenders with lesser offences earlier from their sentences and discussed whether there were statistics on the numbers that had re-offended; at the time of the meeting there were no statistics to be presented.

Following the debate, Members agreed the recommendations.

RESOLVED –

That the update prepared by the Police and Crime Commissioner and the recent key decisions be noted; and that there would be a further update on road safety.

The Chief Finance Officer provided an update on the Medium-Term Financial Plan and Forecast Outturn Position of the West Midlands Police and Police and Crime Commissioner's Office. The update provided insight into the finance report that was presented to the October 2024 Governance and Accountability Board. The Chief Finance Officer will give further details of the financial situation in January as well as the developments noted as part of the 2025/26 Medium-Term Financial Plan. The Chief Finance Officer updated the Panel on the 2025/26 budget considerations as detailed within the report. It detailed a savings requirement of £10 million, primarily from staff and operational efficiencies. It was highlighted that underspends detailed within the report would help with supporting the savings needed for future years. Members heard information in relation to the Capital financing and repayment of loans to support the organisation. As part of the update Members of the Panel heard about the future investments being explored as part of the 2025/26 budget proposals. This included consideration of developments of AI in aiding the directing of 999 calls to the appropriate operators.

Following the update, Members raised the following points:

- Members discussed the impact on the police force and the commissioner's office of the in year cost savings and it was explained by the Chief Finance Officer that the assumptions outlined in the report had factored in the impact of any of these which would be ongoing, and it was to be hoped that the provisional Government settlement, which was still to be announced, would help with the finances of the force.
- Members asked what the position was financially at year end and it was illustrated that the budget would be balanced.
- Members and Officers discussed the impact of electric vehicle fleets, and it was explained that there were still unknowns with electric vehicles but the Commissioner was exploring the options regarding decarbonisation methods.
- Members asked a point of clarity on what would happen if a budget was not balanced. The Chief Finance Officer explained that the process was the same of that for a local authority in which a section 114 notice would be issued.

RESOLVED –

That the contents of the report, be noted.

846 PANEL WORK PROGRAMME

The Overview and Scrutiny Manager provided an update to Members. The next meeting was scheduled for the 20 January 2025 and the draft Police and Crime Plan was scheduled for that meeting. The meeting following that in February 2025 was scheduled to conduct a statutory function of the panel to

look at the Police and Crime Precept. Members had no further comments on the work programme.

RESOLVED

That the report and work programme, be noted.

847 NEXT MEETING DATE

The Chair informed Members that the next meeting was scheduled for the 20 January 2025 at 2pm to take place at Sandwell Council Chamber. Members were informed that public questions could be raised 4 clear working days before the meeting.

848 URGENT BUSINESS

The Chair updated the Panel on the ongoing concern with a lack of financial advice, previously provided by Solihull Metropolitan Borough Council, following the notification that this arrangement might not be continuing. It was agreed that the Chair of the Panel would write to the MET Leaders Group to seek a resolution. It was noted that financial advice was useful for the Panel to support its scrutiny of the Police Precept proposals. .

849 CONFIRMATION HEARING – CHIEF CONSTABLE

The Chair informed Members of the procedure for the Confirmation Hearing of the Chief Constable. This included a summary of the process by the Lead Officer and then for the Commissioner to outline the report as to their recommendations. Following that the Panel had the opportunity to ask the applicant, Mr Guildford, questions and then for a right of reply from the applicant.

The Lead Officer summarised the powers that the Panel had in relation to the appointment. It was explained that the Panel had powers of veto, requiring a 2/3-member majority vote , or it could endorse the recommendation of the Commissioner, or present recommendations for the Commissioner to consider.

The Commissioner presented the ground for his recommendation to reappoint Mr Guildford to the post of Chief Constable stating that he considered it to be in the best interests of West Midlands Police to retain the services of a proven leader with experience, integrity and professionalism, who was committed to delivering an effective and efficient policing service to the people and communities of the West Midlands. The Commissioner summarised Mr Guildford's service to date and the recruitment process Mr Guildford had been subjected to on appointment in 2022. The Commissioner clarified that as this would be re-appointment for a further term a job advert and open interview process was not required. It was reiterated that the retire

and rehire process was in-line with National Policy and legal guidance.. Members were reminded that they were notified of the process on the 11 November 2024 via a letter which outlined Mr Guildford's retirement as well as the process for a need of a Confirmation Hearing to rehire Mr Guildford.

Following the updates from the Commissioner and the Lead Officer, Members of the Panel put the following questions to Mr Guildford

What work had been done and would need to be done to address discrimination and misogyny within the Police force?

Mr Guildford responded that he was fully committed to addressing this. the goal would be to work with the force to look at the issues that was facilitating this. Following that, there would be work to examine the regulations and code of ethics that were in place within the force. Dismissals were made when necessary. Members were informed of the diversity representation within the force. It was stated that there was a 50/50 split between male and female officers and staff and there were approximately 17% officers from a non-white background. Promotions within the force were made as fair as possible. During the applicant's tenure it was said that additional training had been introduced specifically aimed at tackling discrimination and misogyny with high profile advocates supporting the development of the training.

With the new draft Police and Crime plan from the Commissioner, what involvement did you have and what do you foresee for the future of the region?

Mr Guildford responded that the priorities to the Plan and the force had changed in the last two years since his first term in office. The recent announcement by the newly elected Government had brought further changes to be considered In terms of future development, it was explained that there was work to continue to increase numbers of staff and police officers and he was committed to utilising the full range of employment routes into the force and engage communities This was illustrated with the Applicant explaining the degree apprenticeship scheme within the forensics unit to help foster young people into the force. There was further discussion and work discussed on addressing smaller crimes such as knife crime.

Members of the public had expressed, previously, that there was distrust with the police force. How would you address the lack of public confidence, and would Neighbourhood Policing have a role to address this?

Mr Guildford outlined his rationale for remodelling neighbourhood policing and his focus on the force being 'big enough to cope, small enough to care' Despite being lighter on police officer numbers in comparison to 2010, it was highlighted that local people, and their safety were the priority. This was highlighted with discussion on inter-partner collaboration with stakeholders

such as local authorities with examples being quoted such as the work on promoting road safety and Operation Snap.

What would you say would be the ongoing challenges for the Police Force?

Mr Guildford responded that the ongoing financial concerns that had been noted nationally would be a continued concern to support. Another concern to be addressed was the age of the work force and there was work to address this with a peer mentor scheme to support newer officers to get experience. He referred to the recent challenges to address the HMICFRS Notice of Concern and spoke of his commitment to support front line officers carrying out a difficult job.

What would you say would be key priorities amongst local communities and how would you go about working with them?

Mr Guildford discussed the importance of working with local people and individuals to learn what was of concern for local people. There would also be work with the Police and Crime Commissioner as part of the Police and Crime Plan to address the needs of local people. Methods of data collection that had been used previously such as surveys were discussed as further methods to support the learning and development of local needs.

The economic situation experienced by all public sector organisations has led to a greater emphasis on joint working and shared services. What experience would you bring to the role which would enable you to work with partners in an effective manner at a time of tightening resources?

Mr Guildford explained he would be drawing upon his previous 30 years of service, including Chief Constable of two police forces, to fulfil the role. This would include working with partners and stakeholders as well as using the experience to identify further development for the Police Force.

How do you see the role of the Police and Crime Panel and how would you engage with them?

Mr Guildford recognised the role of the Panel was to hold the Police and Crime Commissioner to account. He stated that he would be happy to continue working with the Panel and would be able to share operational information at the invite of the Police and Crime Commissioner.

How would you support upcoming Officers to progress into roles of seniority such as prospective future candidates for the Chief Constable role?

Mr Guildford explained he was an Assessor for the Strategic Command Course and also a national mentor for senior roles within the Police force, providing guidance and advice to other prospective senior officers. He saw his

role was to nurture mentees rather than force individuals into roles by ensuring that they had the support to face high stress/intensity roles.

Recent years saw a decrease in homophobic and Islamophobic acts being committed, were these types of criminal acts still being monitored and dealt with?

Mr Guildford confirmed that these were still criminal offences that were being monitored.

When elements of the force are reviewed, such as practices and estates, and it is identified a need for new training or further development; how is this managed?

Mr Guildford explained that in terms of reviewing and changing locations of offices and departments, the key element was that the right people were involved at early stages. He believed that for times of review and change the Chief Constable would need the humility to understand the need for change and accept if there were any parts of the force that had not been reaching its full potential.

Following the questions and answer section of the Confirmation Hearing, the Chair invited the Applicant, Mr Guildford to make any closing remarks. Mr Guildford expressed a continued need to serve the people of the West Midlands and to improve the force to ensure that the public were safe.

850 EXCLUSION OF PRESS AND PUBLIC

The Chair stated that it was recommended that the press and public be excluded from the meeting during this item of business under Section 100A (4) of the Local Government Act 1972 on the grounds:

- i. it was likely to disclose exempt information listed in Paragraphs 1, and 3 of Part 1 Schedule 12A to the Local Government Act 1972, being information relating to any individual or information relating to the financial or business affairs of any person; and
- ii. the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

RESOLVED: -

That the press and public be excluded from the meeting.

(At 4.28 pm the Police and Crime Commissioner, proposed candidate for Chief Constable, and Officers from the OPCC left the meeting and the public meeting was closed).

Cllr A Feeney left at 4.28pm.

851 PUBLIC MINUTES OF CLOSED SESSION: PANEL DELIBERATIONS ON CONFIRMATION HEARING – CHIEF CONSTABLE

The Panel Members discussed the proposed candidate and the comments that was raised during the question-and-answer portion of the hearing as well as subsequent debate in private. It was agreed by majority that the recommendation outlined within the report would be agreed.

RESOLVED: -

That the Panel:

- i. Noted the confirmation hearing process set out in this report;**
- ii. That the confirmation hearing for the post of Chief Constable was heard;**
- iii. The information provided by the Police and Crime Commissioner regarding the proposed appointment, and the preferred candidate during this confirmation hearing was considered; and**
- iv. That a report incorporating the Police and Crime Panel's recommendation to appoint Mr Guildford as Chief Constable be submitted to the Police and Crime Commissioner.**

Meeting Closed: 17.03 hours.

CHAIR

West Midlands Police and Crime Panel – Action Tracker – January 2025
Outstanding Actions

Minute/ Action No.	Meeting Date	Action	Update/ Notes
840	07/10/24	PANEL WORK PROGRAMME The Panel Secretariat to add the following to the work programme for the December meeting: look deeper into the recent disorder within the West Midlands and wider and the lessons learnt from prevention, community safety and criminal justice perspectives.	To be discharged OPCC requested item scheduled for January 2025 to allow time to obtain information from West Midlands Police to add to the report.
838	07/10/24	DEVELOPING THE POLICE AND CRIME PLAN 2025 The PCC undertook to investigate the suggestion that emergency services recoup costs of attending road traffic incidents from insurers and report back to the Panel.	Scheduled 20 January 2025 Meeting
824	22/7/24	PANEL AGREEMENT AND RULES OF PROCEDURE The suggestion that strengthening of the wording in paragraph 2.10 of the Panel Agreement be explored for the Panel to fulfil its role in scrutinising the decisions and actions of the PCC.	
844	09/12/24	PANEL TO WRITE TO THE POLICE AND CRIME COMMISSIONER ON NEIGHBOURHOOD POLICING The suggestion from the PCC was that the panel write to the PCC on their views and concerns on the current Neighbourhood Policing Model.	To be discharged

Report to the West Midlands Police and Crime Panel

Panel Review of the draft Police and Crime Plan 2025 – 2029

20 January 2025

Report of: Tom Senior Acting Lead for Law and Governance and Deputy Monitoring Officer, Dudley MBC - Lead Officer of the West Midlands Police and Crime Panel

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

Email: wmpcp@birmingham.gov.uk

Phone: 0121 303 1727

1 Purpose

- 1.1 This report sets out the legal basis for the Police and Crime Commissioner's obligation to prepare a Police and Crime Plan, and the responsibilities of the Police and Crime Panel to review the draft Plan and prepare a report with recommendations for the Police and Crime Commissioner to consider. National guidance to assist Panels is also summarised in the report.
- 1.2 The report of the Police and Crime Commissioner presenting the draft Police and Crime Plan for 2025-2029 and supporting information is attached at Item 7b.

2 Recommendation

- 2.1 **That the Panel review the draft West Midlands Police and Crime Plan 2025-2029 and agree what report and recommendations it wishes to make to the Police and Crime Commissioner to consider when finalising the Plan.**

3 Obligations of the Police and Crime Commissioner

- 3.1 Police and Crime Commissioners are required under the Police Reform and Social Responsibility Act 2011 ("the Act") to issue a Police and Crime Plan within the financial year of their election setting out their strategic aims and objectives.
- 3.2 When preparing the Plan Commissioners should draw upon a wide range of information from the police, community safety and criminal justice partners to ensure the Plan reflects the police and crime issues which are affecting the area. Commissioners are also required to seek the views of the public through a public consultation, and to obtain the views of victims of crime in the area about matters concerning policing. Commissioners must consult their Chief Constable on the draft plan and send the draft plan to the Police and Crime Panel for review.
- 3.3 Section 7 of the Act states that the Plan must include:
 - a) the Commissioner's police and crime objectives for the area;

- b) the policing of the police area which the chief officer of police is to provide; the financial and other resources which the Commissioner is to provide to the chief officer of police;
- c) the means by which the chief officer of police will report to the Commissioner on the chief officer's provision of policing;
- d) the means by which the chief officer of police's performance in providing policing will be measured; and
- e) the crime and disorder reduction grants which the Commissioner is to make, and the conditions (if any) of those grants.

3.4 The Police and Crime Commissioner is required to send the draft plan to the Police and Crime Panel, have regard to any report or recommendations made by the Panel, respond to any such report or recommendation and publish such responses.

4 Obligations of the Police and Crime Panel

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

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

5 Guidance on reviewing the draft police and crime Plan

5.1 The [Guidance for Police and Crime Panels](#) published by the Local Government Association suggests the following themes panels could consider when scrutinising the plan:

- how the draft plan reflects assessments of local needs and what background information, and evidence has informed the plan
- the commissioner's local police and crime objectives and the resourcing that will be put in place to deliver them.
- the commissioner's grant-making for crime and disorder reduction and the commissioning of victims' services.
- provision for collaboration and partnership working, including the force's local contribution to delivery of regional or national arrangements and partnerships necessary to deliver the plan priorities.
- the commissioner's consultation on the plan and the communication strategies to promote it.

5.2 The guidance further states that panels can make recommendations for priorities in the plan, on performance measures to be used around delivery of the plan and for improvements in services to meet the commissioner's objectives.

- 5.3 Further [Police, fire and crime panels guidance published by the Home Office](#) in 2023 suggests similar themes when reviewing the draft Police and Crime Plan, including, how the draft plan takes into account the resourcing necessary to deliver effectively upon strategic priorities, consideration of strategic partnerships across the police force area to ensure delivery of the plan, and an understanding of the measures of success.

6 Examining the development of the police and crime plan

- 6.1 In the development stage of the Plan, the Police and Crime Commissioner has provided the Panel with updates specifically on the key priorities shaping the plan and the programme of public consultation.
- 6.2 In addition, the Panel's Use of Information Subgroup has examined the proposed list of key performance indicators for the priorities and principles. A number of recommendations aimed at clarifying the presentation of data for the panel and the public and to aid the interpretation of performance data has been presented to the Commissioner and are set out in the Subgroup report presented to Panel on 9 December 2024.

7 Publishing the Panel Report and Recommendations

- 7.1 The Panel report on the draft Police and Crime Plan and the Commissioner's response to the report and any recommendations contained within it will be published on the Panel website www.westmidlandspcp.org.uk

8 Finance Implications

- 8.1 There are no direct financial implications relating to the recommendation in this report. The delivery of the Police and Crime Plan objectives will carry financial implications for the Commissioner.

9 Legal Implications

- 9.1 The powers and responsibilities of Panel are set out in Police Reform and Social Responsibility Act 2011 which give panels the authority to scrutinise all decisions or actions in connection with the discharge of the PCC's functions.
- 9.2 The Act places a statutory duty on the Panel to review the draft Police and Crime Plan and prepare a report and recommendations for the Commissioner to consider when finalising the Plan.

10 Equalities Implications

- 10.1 There are no direct equalities implications relating to the recommendation in this report. The delivery of the Police and Crime Plan objectives will carry equalities implications for the Commissioner to consider. The Plan has been subject to an equality impact assessment.

11 Appendices

- 11.1 Item 7b Report of the Police and Crime Commissioner - Police and Crime Plan 2025-2029 and supporting information

12 Background Information

- 12.1 Police Reform and Social Responsibility Act 2011
- 12.2 [Guidance for Police and Crime Panels](#), Local Government Association, 2019
- 12.3 [Police, fire and crime panels guidance](#), Home Office, 2023
- 12.4 9 December 2024, Police and Crime Panel Use of Information Subgroup Report



Report to the West Midlands Police and Crime Panel – Police and Crime Plan 2025-2029 – Statutory consultation on draft

Date: Monday January 20th 2025

Report of West Midlands Police and Crime Commissioner

Report author: Simon Down – Head of Policy

Purpose

1. The Police and Crime Plan 2025-2029 (“the Plan”) is now in full draft form (appendix 1) and ready for the statutory consultation of the Police and Crime Panel and Chief Constable.
2. This report provides panel a further update on how it has been developed and the remaining steps prior to publication.

Background

3. On the 22nd July 2024 we shared with panel our approach to developing the Plan.
4. On the 7th October we provided panel with a further update on progress.
5. On the 18th October we concluded our public consultation which had commenced on the 14th July. A summary of this consultation can be found at appendix 2 with a formal evaluation to be published alongside the Plan.
6. On the 21st October we met with the Panel’s Use of Information Subgroup to consider the proposed Key Performance Indicators for the Plan on which we have since received detailed feedback.
7. We have since been considering the feedback provided at the above meetings alongside detailed feedback from the public consultation and our broader call for evidence and have been developing the Plan in light of this.
8. The attached presentation (appendix 3) reminds Panel of the process undertaken, sets out the key changes made as a result of the inputs above, updates Panel on the Equality Impact Assessment and shares initial details of the planned launch and publication of the Plan.

Equalities

9. The Plan will have significant equality implications and an Equality Impact Assessment has been run in parallel with the wider development of the Plan and will be published alongside it.

Financial

10. The costs of developing the plan have been met by a combination of business as usual staffing budgets and a one-off budget funded from previous year’s underspends. This is monitored through the Project Board which meets fortnightly and examines opportunities to both save money and deliver social value such as through holding the launch event at a community venue (Brasshouse Community Centre).

Legal

11. The PCC is required by the Police Reform and Social Responsibility Act 2011 to formally consult the Panel. This paper and associated appendices delivers against this requirement.
12. The Plan must and will be published by 31st March 2025.

Contact

13. For further information please contact: simon.down@westmidlands.police.uk

Recommendation

14. That Panel consider and approve the plan.

West Midlands Police and Crime Plan 2025-29

Draft for consultation – January 2025

Rebuilding Community Policing

I will:

- Continue to re-build community policing in the West Midlands
- Increase the number of neighbourhood Police Officers and Police Community Support Officers (“PCSOs”)
- Deliver my Neighbourhood Policing Guarantee
- Prevent and reduce crime and anti-social behaviour, working in partnership

Community Policing is the foundation stone on which policing by consent is built. It is a pre-condition for effective and efficient policing. I am committed to continuing to re-build community policing to ensure an accessible, reassuring and visible presence out on the streets, to prevent and tackle crime and anti-social behaviour and keep people, families, businesses and local communities safe and secure.

Neighbourhood Policing Guarantee

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

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

More officers visible in communities

I will increase the visibility of Police Officers and PCSOs within communities, ensuring their presence is purposeful and aligned with clear engagement objectives and outcomes. This will help officers build long-term relationships with residents and better understand each community's unique needs.

I will ensure local insights, data and intelligence inform decision-making and resource deployment across WMP, focusing resources where they are most needed and in line with my Police and Crime Plan (“the Plan”) and community priorities. WMP will improve its ability to capture officer and staff activity to track and report engagement.

Solve local problems with communities

I will ensure WMP understands what matters to our communities, through direct engagement and empowerment, by involving local people in the problem-solving process, responding to their diverse and evolving needs. This includes ongoing two-way communication and tailored engagement to address short, medium and long-term challenges. I will prioritise building capacity in local leaders and role models to drive positive change.

I will emphasise proactive prevention and a systematic, evaluative approach to problem-solving, analysing data to identify and work with partners to tackle the underlying causes of crime and anti-social behaviour in the community.

I expect prompt action on lessons learned and the sharing of best practices. Problem-solving will focus on cost-effective, sustainable solutions that minimise repeat victimisation, with clear ownership and accountability.

Prevent and tackle crime and anti-social behaviour

Community policing prevents and tackles crime and anti-social behaviour (“ASB”), including neighbourhood crime and bringing offenders to justice. To address crime and ASB in local communities, I will work with partners to improve access to drug and alcohol treatment services, mental health services, youth services and reduce school exclusions, intervening early to divert individuals from the criminal justice system and to address the underlying causes.

I expect WMP to utilise all powers available within the ASB Crime and Policing Act 2014 and ensure officers have regard to the statutory guidance. WMP should focus on identifying crime and ASB hotspots, providing visible patrols whilst being mindful to avoid unintended displacement and also working with partners to address and understand the risks associated with exploitative houses in multiple occupation and exempt accommodation.

I expect WMP to continue to utilise the off-road bikes team and trained officers to prevent and tackle the criminal and anti-social use of off-road bikes, utilising all powers available to them including their seizure.

I will work with partners to establish a clear chain of responsibility and escalation for ASB incidents and to utilise civil orders, where appropriate, proportionate and necessary. We will increase awareness of the ASB case review mechanism, promoting victims' rights to attend case review meetings, ensuring transparency and empowering victims. Additionally, we will enhance and encourage access to restorative justice and victim support services for ASB victims.

Preventing and Tackling Violence

I will:

- Prevent and reduce violence against women and girls, domestic abuse and sexual violence
- Prevent and reduce violence affecting children and young people
- Increase access to justice for victims of violence
- Prevent and reduce knife and gun crime
- Increase the number of dangerous weapons recovered arising from the use of stop and search
- Prevent and reduce the number of homicides including domestic abuse related deaths
- Prevent and reduce violence against retail, emergency and other workers

Preventing and tackling violence is a top priority, because of the catastrophic and devastating consequences for victims, their families and local communities. We need robust disruption and enforcement, to ensure that people intent on causing harm to others, are held to account and brought to justice. We must also invest in prevention, early intervention, diversion and addressing the underlying causes, to prevent and tackle violence, safeguard victims and survivors and save lives.

Male violence against women and girls

There is no excuse for abuse. It has catastrophic consequences. I will lead a comprehensive and preventative approach to ending male violence against women and girls (“VAWG”). Combatting VAWG is everyone’s responsibility. We must challenge and change attitudes and misogynistic behaviours. Tackling VAWG is a national Strategic Policing Requirement and West Midlands Police (“WMP”) will support the national mission to halve VAWG in a decade. Men must be upstanders, not bystanders. Police will effectively respond to the needs of victims. I will campaign regionally and nationally to advocate for victims’ and survivors’ rights, welfare and long-term funding.

Proactive policing will relentlessly identify and pursue perpetrators, using all available criminal and civil powers, including civil protective orders and evidence-led prosecutions. I expect positive outcome rates for VAWG crimes to increase. Police and partners will tackle all forms of VAWG, including hidden harms such as female genital mutilation, so called ‘honour-based’ abuse, forced marriage, coercive control and stalking, ensuring criminals are brought to justice and victims and survivors receive the care and support they need.

I will focus on preventing and tackling sexual abuse and violence, supporting the continued implementation of Operation Soteria, the national rape and other sexual offences strategy. I will provide support for victims and seek to be an early adopter of the Ministry of Justice’s Independent Legal Advocates service providing access to free legal advice for victims to enable them to understand, feel confident in and enforce their legal rights. I will address the impact of online harms, such as violent pornography and misogyny.

I will support the role that education has to play in addressing misogyny and create safe spaces for women and girls. I support action by police and partners to prevent and reduce spiking, upskirting and other harms in the night time economy. I will work with police and partners to safeguard sex workers.

Domestic abuse including children

Domestic abuse affects individuals of all ages, genders and ethnicities and their families, across the West Midlands. I will seek sustainable funding for evidence-based prevention work, including rigorous evaluation, and learn from best practice elsewhere, to prevent and tackle domestic abuse in the region. I expect positive outcome rates for domestic abuse crimes to continue to improve.

I will support the introduction of domestic abuse specialists in police control rooms, in accordance with “Raneem’s law” and ensure our Multi-Agency Risk Assessment Conferences (“MARACs”) effectively safeguard high risk victims. I will ensure the learning from Domestic Abuse Related Death Reviews actively influences the way we work together to reduce deaths, including suicides.

I will improve management of perpetrators and increase the use of bail conditions, civil protective orders, arrests for breach of non-molestation orders and restraining orders, ensuring swift action for non-compliance. I will promote “Clare’s law” to protect women from perpetrators.

I will advocate for enhanced support for child victims, ensuring swift notifications from police to schools and colleges of domestic abuse (“Operation Encompass”), and expand specialist victim support in family courts. I will also strengthen support for bereaved families of domestic abuse related deaths.

Serious youth violence and knife crime

When people are tragically killed and seriously injured the impact is devastating. As chair of the Violence Reduction Partnership Strategic Board, I oversee implementation of the West Midlands Violence Reduction Strategy and compliance with the Serious Violence Duty. I will ensure an effective local and regional partnership response to preventing and reducing violence affecting children, young people and communities. I will campaign for sustained funding, aligning with the national mission to halve youth violence and knife crime in a decade. I will work with government to implement youth violence initiatives, including Young Futures Prevention Partnerships and Youth Hubs.

I expect WMP to use all opportunities available for prevention, early intervention and diversion, whilst ensuring robust disruption and enforcement against people who are intent on causing harm to others. I will provide schools with a toolkit to support violence reduction and facilitate programmes that reduce exclusions and enhance the safeguarding of children. A trauma-informed approach enables those working with children and young people to identify vulnerabilities and respond appropriately. I will continue to commission services in Accident and Emergency Departments and police custody. I will support the provision of other prevention, early intervention and diversionary activity. I will also continue to support local violence reduction partnerships to deliver their violence reduction action plans.

I will ensure that information and resources are available and accessible to help parents and carers keep their children safe. In response to serious incidents, partners will work together to prevent further violence. I will increase the number of weapons surrender bins and collaborate with partners to site bleed control kits at key locations. I expect WMP to increase the number of dangerous weapons recovered and removed from our streets, arising from the use of stop and search.

Serious and organised crime and exploitation

Preventing and tackling serious and organised crime is a national Strategic Policing Requirement and I expect WMP and the West Midlands Regional Organised Crime Unit (“ROCU”) to make a significant contribution to this national effort, working alongside the National Crime Agency. WMP and ROCU will target the illegal drug economy from importation to street-level distribution. I expect ROCU to support the serious violence duty and prevent and tackle child sexual exploitation.

I will collaborate with partners to ensure disruption and enforcement against perpetrators of organised crime, regenerate neighbourhoods and increase the resilience of local communities. The focus will be on disrupting the supply of drugs to local dealers and depriving criminals of and recovering, proceeds of crime. Firearms offences are often linked to the criminal drug economy. I expect WMP and ROCU to maximise illegal firearms seizures and reduce discharges.

I will seek to secure resources to continue disruption of “county lines”, bringing perpetrators to justice and safeguarding and promoting the welfare of victims. I will focus on protecting young people, particularly care-experienced, from criminal exploitation. I will expect a balance of safeguarding and enforcement, ensuring that missing person protocols identify risks associated with county lines and criminal exploitation.

I will lead a robust response to modern slavery, human trafficking and exploitation. I will campaign for improvements to the National Referral Mechanism, to meet the needs of children trafficked within this country. I will collaborate with and where appropriate challenge, local authorities and landlords to tackle issues such as “cuckooing”, where vulnerable individuals are exploited in their home, “exempt accommodation” and lack of access to appropriate housing for vulnerable people.

Violence against retail and business workers

Violence against retail and business workers is unacceptable. I expect the police to attend violent retail crime incidents and target offenders and for neighbourhood officers to support engagement with Business Crime Reduction Partnerships and Business Improvement Districts, to increase reporting and improve intelligence sharing. Innovative facial recognition technology will help combat violent retail crime.

Safe public places

The West Midlands has a popular hospitality, sports and leisure offering. I will work with venues and licensed premises to prevent and tackle alcohol and drug fuelled violence and anti-social behaviour. I expect WMP to take firm action against people who attack emergency responders and night-time economy workers. I will ensure WMP meet their obligations as required by the national Strategic Policing Requirement, providing a robust and swift response to public disorder.

Improving Road and Travel Safety

I will:

- Work in partnership to reduce the number of people killed or seriously injured on our roads
- Increase enforcement against “Fatal 4” criminal activity
- Reduce organised criminal street racing on our roads
- Increase third-party reporting to the police and the proportion leading to a positive outcome
- Increase police seizures of vehicles unlawfully on the roads
- Work in partnership to reduce crime on bus, train and metro

We must work in partnership locally, regionally and nationally to prevent and tackle crime and anti-social behaviour, promote road harm reduction and reduce the number of people tragically and avoidably killed and seriously injured on our roads. I will hold West Midlands Police (“WMP”) to account and as current Chair of the West Midlands Road Safety Strategic Group will work with the Chief Constable and other partners, including the Mayor, local authorities and central government to achieve a 50% reduction by 2030, aiming to eliminate all deaths and serious injuries by 2040. This ambitious but realistic Vision Zero target reflects my commitment to creating a safer environment for all road users.

Increase prevention and enforcement against the fatal four

The "Fatal Four" are criminal activities which are major causes of road traffic collisions: speeding, drink and drug driving, not wearing seatbelts, and using mobile devices whilst driving. I will support prevention through my own campaigns and increase fatal four enforcement through Operation Triton. I will target drivers and passengers from groups and within locations with higher casualties and lower compliance rates. Prevention will start at school with virtual reality road safety sessions and continue with behaviour change campaigns in the most affected areas.

Cameras are essential for reducing speeding and dangerous driving. I will work with partners to deploy more average speed enforcement cameras in key locations, increase mobile speed enforcement and expand the Community Speedwatch initiative. This will be accompanied by a consistent regional approach to moving traffic contraventions, such as failing to comply with banned left and right turns, one-way routes and stopping in yellow box junctions.

I will continue to ensure comprehensive support is available for victims and their families from both family liaison officers and victim support specialists in the event of death or serious injury, regardless of whether an offender is identified.

Increase third party reporting

The public can play their part in improving road safety. Cameras on dashboards, helmets and mobile phones are recording incidents that can serve as actionable evidence. I have invested in and will continue to support Operation Snap, focusing on increasing third party reporting and maintaining a high percentage of reports that lead to warning letters, penalty notices or prosecutions when clear evidence is available. My campaign will expand public knowledge of illegal road use behaviour, guide citizens on how to submit evidence and highlight the positive outcomes of their efforts.

Prevent and tackle organised criminal street racing

Criminal street racing is a serious risk to participants, spectators and the public. It inflicts anti-social behaviour on communities. I am committed to eliminating this issue across our road network. I will support resources being dedicated to Operation Hercules, which targets organised criminal street racing.

I expect WMP to seize vehicles, prosecute criminals and support local authorities to enforce civil injunctions. I will publish the successes of this operation, through various media channels, to raise public awareness of the action taken and its impact.

I will work closely with West Midlands Fire Service, to deliver diversionary courses, that educate people involved and focus on informing the public about the serious consequences of organised criminal street racing for drivers, passengers, organisers and spectators.

Clamp down on uninsured, untaxed, unsafe vehicles and illegal number plates

Uninsured, untaxed, unsafe and otherwise illegal vehicles are often linked to wider criminality. I will support the increased use of enforcement and vehicle seizures by WMP, the targeting of uninsured drivers, illegal number plates, illegal modifications such as noisy exhausts and over-tinting of windows. I will work with bodies such as the Motor Insurers' Bureau. I will invest in increased use of the Automatic Number Plate Recognition system across the West Midlands, to ensure action against vehicles being driven unlawfully on our roads. Additionally, I will advocate for devolved powers allowing local authorities to seize uninsured vehicles, further enhancing road safety.

Safer travel

To enhance safety across the wider transport network, I will collaborate with the British Transport Police, the West Midlands Safer Travel Partnership, the Active Travel Commissioner and the Road Safety Commissioner in support of the West Midlands Safer Travel Plan.

I will educate the public on the lawful use of privately-owned e-scooters and expect WMP to utilise police powers for consistent enforcement, to prevent the crime and anti-social behaviour caused by their unlawful misuse. This will include vehicle seizure. If use of privately-owned e-scooters is legalised in public spaces, I will advocate for strict regulations on their weight, power and speed.

I expect WMP to work with local authorities to prevent and tackle illegal parking, which adversely impacts communities, such as parking on pavements, double yellow or zig zag lines and double parking.

I am committed to working in partnership to deliver of the refreshed Regional Road Safety Strategy 2023-2030 and the implementation of the Regional Road Safety Action Plan 2024-2030, to ensure a comprehensive approach to road safety across the region. I will support the Safe system approach, seeking to enhance safety through improved road layout, vehicle design, safe road user behaviour, safe speeds and post-crash response.

I will monitor the implications arising from the introduction of autonomous vehicles.

Preventing and Reducing Neighbourhood Crime

I will:

- Prevent and reduce the number of residential burglaries
- Prevent and reduce the number of personal robberies
- Prevent and reduce the number of thefts from people
- Prevent and reduce the number of vehicle related offences
- Prevent and reduce crime against local businesses
- Increase the number of fraud and cyber-crime reports from the public

People are entitled to expect the police will prevent and tackle crime, so as to ensure they are safe and secure in their own homes and communities. This requires preventative community policing, a robust policing response when crime is committed, bringing offenders to justice, offender management, rehabilitation and investment in high quality drug treatment and recovery services, to address the underlying cause of much neighbourhood crime.

Residential burglary

If our home is burgled it can shatter our sense of safety and security. I will reduce residential burglary by ensuring effective and robust disruption and enforcement and addressing both the root causes and opportunities for offending. This will include police visibility in high-risk areas, working with partners to design out crime in the first instance, improving street lighting and CCTV, campaigning for second-hand market hosts to disrupt the sale of stolen goods and expanding the Crime Free Programme, which is working with housing and drug treatment partners to rehabilitate prolific burglars.

I expect West Midlands Police (“WMP”) and partners to advise residents on practical steps to improve their home security. I will support Neighbourhood and Street Watch to play an active role in crime prevention. During or after a burglary, WMP will always attend promptly to apprehend offenders, safeguard victims, gather evidence, conduct investigations, pursue offenders, bring them to justice and prevent repeat offending and victimisation.

Street robbery

As well as the loss of personal belongings, each robbery can leave emotional, psychological and physical scars. Robberies, including knife enabled robberies, will reduce through increased police visibility, directed patrols and targeted prevention action, including working with partners in the night-time economy. I will collaborate with local councils to ensure high-risk areas are well-lit and benefit from CCTV, seeking additional funding where necessary.

Theft of and from motor vehicles

Having your car stolen can lead to significant emotional stress, financial strain from replacement, repair and insurance costs and disruption to daily routines, affecting both personal and professional life. Alongside improved lighting, CCTV and police visibility, I expect to see proactive enforcement and public engagement to reduce vehicle crime. I will work with the motor trade and industry to enhance vehicle security, encourage the provision of steering wheel locks and “Faraday pouches” and increase reporting of stolen parts entering the legal economy.

I expect to see disruption of “chop shops”, where stolen cars are stripped for parts and will campaign for stronger regulation of car part resales, also addressing vehicle stripping in public spaces. I will advocate for tight controls on the keyless repeaters and signal jammers used in car thefts and campaign for online retailers to limit their availability.

I expect enhanced coordination across policing to tackle organised vehicle thefts and for WMP to work with the National Vehicle Crime Intelligence Service to understand the criminal economy associated with vehicle crime. WMP should also collaborate with neighbouring forces and Border Force to prevent stolen vehicles from being exported.

I expect police and partners to provide vehicle security advice to residents. I will publish an annual index of the most commonly stolen cars, helping inform consumer choice and drive improvements in vehicle security. I support increased security for the parking of motorcycles.

Crime against local businesses

I will reduce business crime, including burglary, robbery, and shop theft. I expect WMP to introduce targeted town centre patrols in high-risk areas. I expect WMP to address retail crime incidents, target prolific offenders and tackle businesses selling stolen and counterfeit goods, working with licensing and planning authorities to address the safety risks posed by off-licences and pop-up shops.

I will work with local councils, traders, Business Improvement Districts and Business Crime Reduction Partnerships to support a safe and thriving retail and night-time economy, reducing crime and anti-social behaviour. I will re-establish a Business Crime Board and campaign for investment in high streets.

I will support the Stop Shop Theft pledge and work with retailers on the Offending to Recovery programme, ensuring offenders are referred to appropriate support services.

Fraud and online crime

For too long fraud and online crime have been treated as separate from mainstream policing. This Plan ensures that they are recognised as a neighbourhood crime. I expect there to be a local, 'public health' approach that prevents fraud and online crime, supports effective investigations and protects and supports victims. I want to see more fraud and cybercrimes identified and investigated. I will collaborate with partners to enhance capacity and capability, ensuring the police are equipped to tackle fraud and online criminal investigations.

I will continue to develop our local 'public health', partnership-based approach to preventing fraud, reducing the number of victims, especially repeat victims and mitigating financial and emotional harms. This includes raising public awareness of fraud prevention and common risks, both in person and online and helping individuals and organisations to protect themselves. I want to see a more joined up and effective national approach to fraud.

Increasingly, crimes either have an online element or occur exclusively in digital spaces, often with serious real-world consequences. I expect WMP to prevent and tackle online crime, just as in physical neighbourhoods. This will include utilising the expertise of the West Midlands Cyber Resilience Centre.

I will work with partners to ensure children understand the consequences and risks of cyberbullying, becoming a "money mule", making threats, sharing explicit imagery, grooming and online child sexual abuse. I will ensure effective prevention of and enforcement against online child sexual abuse, such as online sexual extortion and the sharing and storage of abusive images, including those generated by artificial intelligence. WMP will work closely with the West Midlands Regional Organised Crime Unit and the National Crime Agency and other partners to address these threats.

I want to see Sexual Harm Prevention Orders and Sexual Risk Orders used to address online crimes, including child abuse, child pornography, and revenge pornography. I will campaign for and support stronger regulation of social media companies to protect and safeguard the welfare of children and vulnerable users.

Protecting Victims and Witnesses

Rights of the victim: Victims' Code of Practice

1. To be able to understand and to be understood
2. To have the details of the crime recorded without unjustified delay
3. To be provided with information when reporting the crime
4. To be referred to services that support victims and have services and support tailored to your needs
5. To be provided with information about compensation
6. To be provided with information about the investigation and prosecution
7. To make a victim personal statement
8. To be given information about the trial, trial process and your role as a witness
9. To be given information about the outcome of the case and any appeals
10. To be paid expenses and have property returned
11. To be given information about the offender following a conviction
12. To make a complaint about your rights not being met

I will:

- Increase compliance with the Victims' Code of Practice ("VCOP") across the criminal justice system ("CJS")
- Appoint a Victims' Advocate
- Improve victim satisfaction with the police
- Continue to commission high quality support services for victims

The rights and welfare of victims, survivors and witnesses must always be at the forefront of policing and the wider criminal justice system ("CJS"). Policing and criminal justice agencies are failing to comply with the VCOP. It must be complied with. I am making compliance with these rights a core part of my Plan.

Victims' rights and welfare

The VCOP was introduced in 2006. It sets out the required information, support and services that victims of crime are entitled to receive from criminal justice agencies, but compliance rates remain inexcusably low across the system. The Victims and Prisoners Act 2024 strengthens these rights, providing an opportunity for consistent delivery.

I am committed to enforcing the VCOP within West Midlands Police ("WMP"). I expect them to produce an auditable and proven account of their compliance. I will hold the wider CJS accountable through the Local Criminal Justice Board. I will campaign for meaningful sanctions for non-compliance with the VCOP, ensuring accountability across the system and strengthen the support provided by victim services to advocate on behalf of victims. I will campaign for criminal justice inspectorates to place a focus on delivery of victims' rights within their regular inspections.

However, these rights are minimum standards that do not address how victims are treated. I expect WMP to adopt a victim-centred, trauma-informed approach that prioritises safety and welfare. I will introduce a new approach to measuring victim satisfaction at each stage of the policing process, to ensure victims receive care and compassion throughout.

To ensure victims are empowered, I will raise awareness of victims' rights within the VCOP, including their entitlement to make a Personal Victim Statement, Special Measures and the Victims' Right to Review.

Access to justice

Everyone is entitled to access to justice. This can be delivered in different ways to meet the needs and requirements of the victim. This includes diversion from the CJS by way of out of court resolutions (“OOCRs”), which I expect to increase.

I will ensure WMP are accessible to the public and maintain trust and confidence and victim support provision, encouraging more reporting of crime. Once reported, access to justice can falter due to evidential challenges or victims withdrawing support.

I expect WMP to improve investigative performance. I will commission independent advisors for domestic abuse, sexual violence, stalking and modern slavery victims to support them through the justice process. In particular, I will expand Independent Domestic Violence Advisor (“IDVA”) services for all domestic abuse victims, in line with Safelives recommended levels and commission a dedicated IDVA service for men. Closer alignment of victims’ services with the WMP Witness Care Unit will further streamline provision of support, reducing the need for the re-telling of traumatic experiences.

I will continue to campaign for action to resolve the Crown Court backlog, because justice delayed is justice denied. Special Measures have been available since 1999. They are designed to alleviate the anxiety and stress associated with giving evidence. I want to see better, more consistent and informed use made of special measures within the CJS. I support the establishment of a live court link system in the West Midlands, allowing victims to provide evidence from remote, victim friendly locations, reducing courtroom trauma.

I will maintain the provision of IDVAs within family drug and alcohol courts and collaborate with partners to support the national roll-out of Integrated Domestic Abuse Family Courts to support access to justice.

Restorative justice focuses on repairing harm between offender and victim. It can be an empowering choice for the victim. I will maintain the availability of restorative justice for cases proceeding through the CJS. I will seek to extend the availability of restorative justice within OOCRs and explore opportunities to integrate restorative practices into broader services.

High quality support services for victims

Victims require high-quality services to aid their recovery. I will commission tailored support accessible by all victims. I will hold providers to account through contract management processes which will include listening to victims’ voices to ensure high quality services. I will ensure that all services are culturally competent and that individuals with mental health issues receive appropriate support.

I will embed the Duty to Collaborate set out within the Victims and Prisoners Act 2024, working with partners to enhance services and support. I will campaign for improved therapeutic support to reduce waiting times for counselling, particularly for child victims of recent and historical sexual abuse.

Support by and for specialist services

Individuals with lived experience of specific crimes are particularly well placed to support others who have faced similar offences, offering understanding and insights often lacking in mainstream support. I will maintain our existing by-and-for specialist services. I will conduct a comprehensive assessment of need to guide the commissioning of specialist services designed by and for victims and will continue to commission specialist by and for services for Black and other racially minoritised communities.

To support this work, I will campaign for multi-year sustainable funding for victim services, including annual inflationary uplifts. Additionally, I will help small providers navigate procurement processes to enhance their sustainability and ensure funding opportunities are accessible to smaller organisations.

Amplify the voice of victims

To enhance accountability and the rights and welfare of victims, I will appoint a Victims' Advocate to scrutinise WMP and the wider CJS, regarding its compliance with the VCOP and wider response to victims of crime.

I will improve opportunities for meaningful and trauma-informed engagement with victims and survivors, including through my Victims' Commission and enhanced victim voice processes within WMP. This will ensure a supportive environment for victims and survivors, to improve the CJS and victim services.

I will engage with national commissioner offices, namely the Victims' Commissioner, Children's Commissioner, Domestic Abuse Commissioner and the Anti-Slavery Commissioner to advocate for improvements and drive necessary changes.

Building Trust and Confidence

I will:

- Improve public trust and confidence in West Midlands Police (“WMP”)
- Ensure 999 calls are answered within 10 seconds and 101 calls within 3 minutes (“the service level agreement”)
- Ensure emergency incidents are responded to within 15 minutes and priority incidents within 1 hour (“the service level agreement”)
- Improve investigations so that WMP is graded at least Good by the police inspectorate (His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services – “HMICFRS”)
- Reduce complaint investigation times

Building trust and confidence amongst the people and communities that WMP serves, must be central to all that it does. That includes consistently meeting the public’s fundamental and reasonable expectations by answering the phone promptly, attending incidents within a reasonable timeframe, investigating all reasonable lines of enquiry and keeping victims informed. It also requires police officers and staff to comply with the highest standards of conduct, ethics, integrity and professionalism, including as required by the Police Officer’s attestation, upholding fundamental human rights and according equal respect to all people.

Getting the basics right

I will hold WMP to account, to ensure calls are answered and incidents are attended, in accordance with WMP service level agreements. I expect WMP to increase access to services through Live Chat and other online engagement channels. I will ensure WMP investigate and pursue all reasonable lines of inquiry, while keeping victims informed, in accordance with the Victims’ Code of Practice.

WMP’s ability to meet the public’s expectations have been significantly undermined by a failure on the part of the previous government to allocate funding and resources fairly. I will continue my campaign for fair funding and to restore Police Officers, Police Community Support Officers and police staff numbers to 2010 levels.

Listening and responding to the public

I will continue to be a People and Communities Police and Crime Commissioner, engaging with, listening to and working with the people and communities of the West Midlands. I will remain accessible, responsive and visible across the West Midlands, including at community meetings, civic events, walkabouts, visits to partners and via mainstream and social media.

I will launch a public perceptions survey to regularly assess trust and confidence in policing to provide an accurate picture of public sentiment. I will ensure WMP conducts effective engagement with local people through various channels, including seeking community views, providing clear information and holding regular neighbourhood meetings to ensure communication and transparency.

I expect local officers and staff to have a meaningful understanding of the communities they serve, by building strong partnerships and relationships with local people and organisations, so that they are able to address and respond to local concerns and needs.

I will increase opportunities for public scrutiny and trauma-informed engagement with victims and survivors, to ensure their voices are heard. I also expect WMP to enhance school engagement through the use of Early Help Officers and School Intervention Police Officers.

Best policing for people and in places that need it most

I will ensure access to justice, equality before the law and the rule of law across all communities without fear or favour, whilst prioritising fairness and proportionality in policing. Recognising that crime is unevenly distributed, I expect the Chief Constable to allocate resources to areas with the greatest need, providing both proactive and responsive policing. This will include enhanced neighbourhood policing and hot spot patrols to strengthen policing presence in high-priority areas, ensure a targeted approach to crime reduction and support the regeneration and resilience of these communities.

I will ensure WMP uses all relevant intelligence and partner data to continuously assess and update their understanding of where policing resources are needed most. This will enable WMP to adjust operations based on real-time information about crime trends and community safety, ensuring consistency, efficiency, effectiveness and fairness in service delivery.

Outstanding performance and behaviour

An excellent and trusted police force is built on committed and dedicated officers and staff who uphold the highest standards of conduct, ethics, integrity and professionalism whilst serving their people and communities. To maintain accountability and compliance with these standards, I will ensure annual integrity health checks for all personnel and require regular vetting for all officers and staff, including those transitioning from other forces.

I expect a culture of continuous improvement, open to challenge and learning from others, encouraging the building of mentoring relationships between new and experienced officers. I will encourage active participation, to enhance workplace culture and ensure all officers and staff feel heard. Poor performance and misconduct must be managed effectively through formal structures, with support for improvement, if appropriate, but dismissal if necessary, so as to maintain the highest standards of service to the public.

Racism, misogyny, homophobia, violence against women and girls, sexual exploitation, sexual harassment, abuse and all forms of unlawful discrimination will not be tolerated. I encourage all officers and staff to challenge and change such behaviours and to be upstanders and not bystanders. I expect WMP to continue to implement the lessons learned from its review of firearms policing more widely across the force, in order to drive continuous improvement in professional standards.

I will provide oversight and scrutiny of the Professional Standards Department, focusing on compliance with the Code of Ethics, early intervention and identification of misconduct, efficient and thorough investigations and swift enforcement action, whenever appropriate and necessary. I will retain oversight of the police complaints process available to members of the public, to ensure it is accessible, fair, efficient and transparent. I will consider, in accordance with due process, the application and use of pension forfeiture powers available to me, in connection with officers who are guilty of misconduct and have been convicted of criminal offences.

An Equal and Fair West Midlands

I will:

- Ensure that West Midlands Police (“WMP”) takes strategic responsibility to prevent, tackle and eliminate racism, misogyny, homophobia and all forms of unlawful discrimination
- Ensure that individual WMP officers and staff receive relevant training and take personal responsibility to prevent, tackle and eliminate racism, misogyny, homophobia and all forms of unlawful discrimination
- Ensure that WMP is more representative of the people and communities it serves by increasing the percentage of Police Officers, Police Community Support Officers and police staff from under-represented groups, including women and racially minoritised people
- Understand, address and challenge disproportionality in stop and search and wider use of force
- WMP implements the National and West Midlands Police Race Action Plans

Access to justice, equality before the law, the rule of law and human rights are basic principles upon which our democracy is built. These principles, together with diversity, inclusion, anti-racism, fairness, justice and equality are the basics if WMP are to build trust and confidence and police by consent.

WMP must eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act 2010. It must also advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic and those who do not share it.

Fairness and belonging

I will build on the Fairness and Belonging programme to strengthen relationships between the police and the Black community. WMP and my Office will continue to be committed to being anti-racist, with a focus on eliminating all forms of racism.

I will ensure WMP implements the recommendations from the National and WMP Race Action Plan and establishes an independent oversight board to monitor progress. WMP will recruit, retain, progress and support Black officers, building a diverse and representative workforce.

WMP will deepen its understanding of the historical discriminatory relationship between the police and the Black community, using this insight to support the building of trust and confidence. I will continue my commitment to engaging with, listening to and working with Black communities in policing and governance, ensuring their voices are heard and concerns addressed.

Inclusive policing

I will ensure WMP are committed to equality and human rights, because they concern the rights and freedoms of all of us. I expect WMP to comply with the public sector equality duty, embedding equality at all levels of the force, including the use of equality impact assessments to evaluate policies, procedures, practices and decisions. The equality impact assessment for this Plan can be viewed [here](#).

I will hold WMP officers and staff to the highest standards of conduct, ethics, integrity, and professionalism, with a commitment to eliminating all forms of unlawful discrimination, including those based on racism, misogyny, homophobia, transphobia, disability and religion or belief.

I will ensure WMP actively challenges all forms of unlawful discrimination. Additionally, I will ensure WMP develops an understanding of the historical discriminatory relationship between law enforcement and the LGBTQ+ community to build trust and confidence and improve engagement. I will ensure WMP build positive relationships with other communities where trust is lowest, such as young people and victims of violence against women and girls.

I will work to recruit, retain, and support officers from diverse communities, ensuring WMP reflects the people and communities it serves, creating a more inclusive and representative workforce.

Police officer and staff associations support a diverse and inclusive workplace. I will continue regular personal engagement with them. I will ensure Police Officers receive training on personal biases, victim-blaming language and behaviours to ensure an environment where victims feel heard, supported and confident in the police response. I will also ensure that services for victims and survivors from minoritised communities are culturally competent. This requires training delivery from representatives of the wider community.

Inclusive policing requires that all citizens can understand and be understood and that cultural, personal and neurodivergent needs are taken into account and understood within policing activity. I expect WMP to make their services and interactions accessible to all communities.

Understanding, addressing and challenging disproportionality

I will seek to understand, address and challenge disproportionality in all its forms within policing and the wider criminal justice system. Unlawful discrimination can be at its most impactful in relation to policing powers which are necessarily designed to limit personal freedoms. I will hold WMP to account for the fair and effective use of police powers, including stop and search, strip search, use of force, arrests, and discretionary decisions like out of court resolutions, remands in custody and bail, with a focus on understanding, addressing and challenging disproportionality and improving outcomes.

I will ensure that the public is informed about how they can become involved in scrutinising WMP through community-led scrutiny panels, custody visiting and youth panels, ensuring that lessons are learnt and lead to positive changes in police practice. I will also maintain Stop and Search education in schools to inform young people of their rights, responsibilities and entitlement to directly feedback on individual stop and searches.

I will ensure officers receive introductory and ongoing training on equality, disproportionality, neurodivergence and race. I will regularly scrutinise areas of disproportionality in policing to drive continuous improvements. Additionally, I will work with WMP to address racial disparities in misconduct and professional standards processes, improving support for Black, Asian, and other racially minoritised officers and staff.

Prevent and tackle hate crime

I will encourage and facilitate the reporting of hate crime, whether direct to the police or via third party reporting centres, ensuring all reports are taken seriously by WMP, with thorough investigations and perpetrators held to account. I will ensure victims have access to dedicated and specialist hate crime victim support services.

I will work with WMP, commissioned services and local authorities to prevent and tackle all forms of hate crime, protect individuals and engage with communities and schools to raise awareness. I will also campaign for a national Hate Crime Strategy.

I expect WMP to regularly review the impact of local, regional, national, and international conflicts on community tensions and understand how these tensions can manifest locally. WMP will remain a trusted source of information, proactively addressing tensions and combating disinformation and misinformation that could escalate them.

Bringing Offenders to Justice

I will:

- Increase the positive outcome rate for reported crimes
- Ensure maintenance of the highest standards of crime data integrity
- Reduce investigations terminated due to insufficient evidence or victims withdrawing their support
- Increase use of evidence led prosecutions to enable justice to be delivered where victims are unable to support the process
- Work with partners to improve timeliness of case progression from charge to completion of trial in the Crown Court
- Increase the percentage of West Midlands Police (“WMP”) cases that meet Crown Prosecution Service (“CPS”) file quality compliance on first submission

The basic requirements of an effective and efficient criminal justice system (“CJS”) are that whenever a crime is committed, the offender: is identified and apprehended, held to account, brought to justice in accordance with due process, faces the consequences of their actions and is supported with their rehabilitation.

Increase positive outcomes

I expect WMP to increase the positive outcome rate for all recorded crimes and increase the use of evidence-led prosecutions, particularly in cases of domestic abuse, rape and other sexual offences, modern slavery, human trafficking and criminal exploitation. I will encourage reporting of underreported and hidden crimes, ensuring victims feel confident, enabled and supported in coming forward.

I expect WMP to use a wide range of evolving technologies, including data analytics, facial and biometric recognition and automated case file builds, in lawful, ethical, proportionate and transparent ways, to increase the efficiency and effectiveness of investigations. For example, expanding the use of Automatic Number Plate Recognition and CCTV technologies to detect crimes on our roads.

Crimes accurately recorded

Accurate crime recording is crucial for the integrity of investigations, justice for victims, effective resource allocation and public trust and confidence in law enforcement. WMP has made significant improvements in crime recording accuracy in recent years, and is rated “Good” by the policing inspectorate (“HMICFRS”). I expect WMP to maintain the highest standards of crime data integrity, including through use of technology. I expect crimes to be recorded promptly and commit to continuing to publish crime and performance data transparently and in a timely manner.

I will increase opportunities for crime reporting and address reasons why some crimes are underreported. I will make the crime reporting process accessible and user-friendly, enabling victims to more easily share information with WMP. I will ensure WMP prioritise identifying repeat and vulnerable victims and repeat offenders, so as to ensure proactive, preventative and early intervention actions are taken to reduce re-offending and further victimisation.

Efficient and effective investigations

WMP needs to continue to improve its capability and the quality of its investigations, so as to ensure just outcomes for victims of crime. Recording a crime is the first step in an investigation. I expect investigations to be conducted promptly and to a high standard by well-trained officers and staff, who gather evidence efficiently and diligently, with effective use of Investigation Plans and the provision of appropriate and necessary supervision.

I expect WMP to follow all reasonable lines of enquiry. My aim is for WMP to deliver effective investigations, treating victims with care, compassion and respect, while achieving positive outcomes. I will prioritise

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

Efficient and effective criminal justice system

Reckless financial cuts, mismanagement and poor decision making by the previous government have left the CJS in crisis, including long crown court backlogs and overcrowded prisons. As chair of the Local Criminal Justice Board, I will work with partners locally to drive improvements and address these challenges, seeking increased authority from government. I will increase community engagement and opportunities for the public and those with lived experience to inform CJS processes.

I will encourage the use of early investigative advice and strengthen collaboration between WMP and the CPS, using a gatekeeper approach to enhance performance. I expect continuous improvements in the quality of casefiles prepared by WMP and submitted to the CPS, to ensure efficient prosecutions, in accordance with the principle: 'Do it once and do it right.'

I will identify and challenge disproportionality in the CJS, including workforce and criminal justice outcomes, to ensure fairness and justice for all. I will collaborate with partners to provide timely, compassionate support to victims, encouraging them to commence and maintain their engagement with criminal justice processes.

I will work with the Courts and Tribunal Service and wider partners, seeking to innovate in court processes to support vulnerable people. This will include women in the CJS, mainstream Intensive Supervision Courts ("ISC") and exploring potential for an ISC type model for anti-social behaviour that focuses on prevention, early intervention, diversion and addressing the underlying causes of anti-social behaviour.

I will work in partnership with the Prison and Probation Service, to oversee the efficient and safe release of people with convictions and their integrated offender management within our communities.

To prevent and tackle crime and re-offending, I will seek improvements in the provision of rehabilitation within the CJS and the continuity of care for people with convictions. I will support initiatives that address their essential needs, including housing, access to drug and alcohol treatment, physical and mental health services and employment, all of which are essential to ensure resettlement into the community, reducing reoffending and promoting rehabilitation.

Prevention and Rehabilitation

I will:

- Increase the safety of children and vulnerable adults
- Increase the number of people entering drug and alcohol treatment services
- Increase the use of police issued positive requirements on offenders
- Increase the use of civil orders and interventions

Prevention must always be the starting point, because the prevention of crime and anti-social behaviour will always be better than having to deal with the consequences.

Rehabilitation is a win:win. It means less crime, fewer victims of crime, less pressure on policing, public services and the criminal justice system (“CJS”). It saves taxpayers’ money and enables people to turn their lives around and make a positive contribution to society.

Prioritise children and young people

Policing must safeguard and promote the welfare of children and young people (“CYP”). The best interests of CYP must be a top priority in all actions and decisions that affect them. I expect West Midlands Police (“WMP”) to comply with these obligations and implement a ‘Child First’ approach.

I will support and work with schools to deliver age and gender appropriate preventative programmes on child criminal exploitation, child sexual exploitation, drug harms, knife crime, serious youth violence, and violence against women and girls. Each school will have a named Early Intervention Officer or Schools Intervention Police Officer and I expect officers to be appropriately trained for this work.

I will strengthen relationships between children’s care homes and the police, to support safeguarding while minimising unnecessary criminalisation and ensure that both my Office and WMP sign and adhere to the Care Leavers Charter.

For CYP at risk of or engaging in criminality, I expect WMP to recognise the potential for criminal exploitation when determining the best course of action. This should include a trauma-informed approach to minimise the negative impact of the CJS on a child’s life.

I will support new legal protections for CYP who are strip-searched and ensure safeguarding of those who return from a missing episode. I will work with partners to create pathways that minimise CYP’s stay in police custody, ensuring local authorities comply with their duty to provide secure accommodation and campaigning for funding to support this.

I am committed to ending child sexual abuse and exploitation. In accordance with the national Strategic Policing Requirement, I expect WMP to focus on bringing offenders to justice, while safeguarding and supporting victims.

Protecting the vulnerable

I expect WMP to embed preventative policing, using problem-solving to reduce vulnerability and tackle offenders. This includes working with partners to identify and safeguard children and vulnerable adults, including those abused in their own homes and protecting repeat victims by promoting their welfare, ensuring a safer environment for all.

For people in mental health crises, I will work with partners to ensure safe implementation of ‘Right Care Right Person’. I expect there to be an evaluation, focussed on patient outcomes. I will advocate for adequate availability of both beds within secure health facilities and Approved Mental Health Practitioners, to enable timely assessment and appropriate support. For women and girls in the CJS, I will continue to promote a

trauma-informed and diversionary approach, seeking the appointment of a senior force lead to advance this work within WMP.

As a safeguarding partner, I will collaborate with WMP, health services and local authorities to safeguard CYP and vulnerable adults, facilitating regional discussions to share best practices and address safeguarding challenges.

I recognise the vulnerability associated with having freedoms restricted by the police. I expect WMP to ensure the rights, safety and wellbeing of all detainees and will continue to scrutinise this through my independent custody visitors scheme and scrutiny panels. I will provide appropriate adults to assist vulnerable adult detainees in understanding their rights, supporting them through the interview and custody process. I will monitor the timeliness of the provision by local authorities of Appropriate Adults for child detainees.

Reduce harm from illegal drugs and alcohol

The illegal drug economy causes immense harm, with well established causal links between illegal use and other criminality. I chair the West Midlands Combatting Drugs and Alcohol Partnership and am the Senior Responsible Owner for implementation of the national 'From Harm to Hope' ten year drug strategy. To help individuals from all walks of life overcome addiction, I will seek to increase treatment referrals, including through my Divert and arrest referral services.

I will work with partners and those with lived experience to enhance treatment and recovery services. I will seek to improve continuity of care from prison to community settings and support efforts to stop illegal drugs getting into prisons. Short-term prison sentences are often ineffective for people with chronic drug addiction. I will continue to deliver and seek to extend, the Offending to Recovery project.

To reduce drug-related deaths, I will work with partners to expand drug safety testing at venues and events, improve identification of synthetic opioids in the local supply and prevent related deaths. I will seek wider availability of life-saving Naloxone and explore additional measures to mitigate harm from drugs.

To prevent substance misuse among CYP, I will support school-based prevention and early intervention programmes. I will collaborate with partners to address alcohol misuse and its community impacts. I will work with venues and licenced premises to ensure a safe environment for patrons and residents. To enhance prevention and rehabilitation, I will aim to increase the use of out-of-court disposals for low-level drug possession for personal use.

Support and challenge people to address harmful behaviours

Addressing and challenging harmful behaviours is a key component of a crime reduction and reducing re-offending strategy. I will expand in-custody interventions, making use of a key "teachable" moment. Police issued out of court resolutions ("OOCRs"), which require an offender to change their behaviour, can be more effective than criminal justice sanctions for some offences. I want to see use of OOCRs increase, with opportunities to integrate increased use of restorative justice principles into their delivery.

When cases do go to court, alongside punitive sanctions, there is also the opportunity to attach positive requirements to rehabilitate the offender. I will seek to expand their use, including Drug Rehabilitation Requirements, Alcohol Treatment Requirements and Mental Health Treatment Requirements.

Effective prevention and early intervention can include the use of civil orders to disrupt criminal behaviour. I will seek to increase the use of civil orders including prohibitions to prevent and tackle crime, ensuring swift action when breaches occur. I will also undertake an evaluation of the effectiveness of these interventions.

Two important factors in prevention, rehabilitation and ensuring people cease re-offending is having a home and a job. I will continue to work with partners to find solutions to these issues, including refreshing my Second Chances Charter. For women and girls at risk of or involved in offending, as a consequence of abuse and related matters, I will continue to work with WMP and partner agencies to develop a holistic, intersectional and trauma informed response, to protect them from further harm and reduce their risk of re-offending.

Partnerships

Policing cannot prevent and tackle crime and anti-social behaviour all on its own. Partnerships and joint working are therefore essential. We operate within a wider system of statutory and voluntary partners all working to make a difference under a wide framework of legislation, including duties under the Crime and Disorder Act 1998.

I will use my statutory and convening powers to ensure partners contribute appropriately, so that together we deliver a collaborative partnership response. I will hold West Midlands Police (“WMP”) to account, to ensure they fulfil their partnership responsibilities.

Making a difference in partnership

I will work with WMP, local authorities, Integrated Care Partnerships, businesses, the voluntary and community sectors and the Mayor, to implement improvements that meet local needs. Together, we will create innovative solutions for the West Midlands. This includes co-locating services for vulnerable people, with a focus on women and young people to improve access to tailored support.

I will promote a ‘public health’ approach to crime prevention, early intervention, diversion and addressing the underlying causes of crime, delivering community safety messaging and protecting vulnerable individuals through data-driven, proactive interventions. I will champion partnership working, using evidence of best practices and evaluate effectiveness to drive improvement.

Crime can and should be ‘designed out’ at the earliest opportunity. I expect WMP to collaborate with local authorities and community stakeholders, to ensure that safety considerations are embedded into the overall design process, creating environments that prevent and deter criminal activity, ultimately contributing to safer, more sustainable communities.

I will continue to convene and chair key partnership boards, ensuring joint investment delivers positive results. Each board will have a needs assessment, a delivery plan, and performance metrics. I will ensure these boards are well-resourced and attended by senior leaders enabling swift action. I will engage in wider partnership structures, strengthening relationships with local partnerships, ensuring alignment between my Police and Crime Plan and local objectives. I will ensure our partnerships reflect diverse voices and inclusivity in decision-making.

Work with government to deliver change

I will work to influence national policy and practice on all matters relating to crime, policing, community safety and criminal justice that impact the West Midlands, including:

- Fair funding for WMP
- Return of the 800 Police Officers and 500 Police Community Support Officers we have lost since 2010
- Retaining a democratically elected and directly accountable Police and Crime Commissioner within the West Midlands
- The national police landscape reform
- Reducing waiting times for Crown Court cases to speed up justice and improve outcomes for victims.
- Mandating all schools to prevent and address misogyny and violence against women and girls.
- Introducing a new offence of criminal exploitation of children to target gangs responsible for these crimes
- Improving the National Referral Mechanism to better support all victims.
- Establishing a statutory definition of Honour Based Abuse and Forced Marriage for consistency in prosecution
- Enhancing national services to better support families bereaved by domestic violence-related suicide or death
- Increased powers for Police and Crime Commissioners (“PCCs”) to provide enhanced oversight of the wider criminal justice system and ensure compliance with the Victims’ Code of Practice

- Improved formal relationship with Community Safety Partnerships enabling effective delivery
- Ensuring the forthcoming Crime and Policing Bill delivers the best outcomes for the people and communities of the West Midlands
- All Party Parliamentary Groups with policing, community safety, victim support or criminal justice implications
- The value of prevention, early intervention and diversion as a proactive and positive response to crime
- A co-ordinated approach to addressing criminality within prisons
- Improving support for anti-social behaviour victims and funding for us to deliver that locally
- Government proposals for changes to Police Officer misconduct and performance processes

Additionally, I will seek devolution of the following:

- All funding and commissioning responsibilities for rape support services, VAWG initiatives and witness support services
- All revenue from fixed penalty notices and proceeds of crime recovery
- Powers relating to drug safety testing
- Powers relating to seizure of uninsured and untaxed vehicles
- Full recovery of firearms licencing fees and charges

Effective local, regional and national collaboration

I expect the Chief Constable to keep collaboration opportunities under review and to collaborate where it is in the interests of the efficiency or effectiveness of WMP to do so. Such collaborations may be best delivered on a national, regional, or sub-regional basis to achieve economies of scale, sustainable delivery and expertise.

I will provide effective oversight of regional and sub-regional collaborations, including preventing and tackling serious organised crime, specialist police training, counter terrorism, emergency services mobile communications, firearms licensing, CCTV, forensics and legal services. WMP jointly hosts the National Ballistics Intelligence Service. I will work with government to ensure its continued effective delivery.

WMP will contribute to the national Strategic Policing Requirement: tackling violence against women and girls, terrorism, serious organised crime, cyber events, child sexual abuse, public disorder, and civil emergencies. I expect WMP to play a leading role in ensuring our local resilience and emergency planning structures are effective.

I will work with the government on police landscape reform, advocating for the needs of the West Midlands.

Countering terrorism and violent extremism is a national priority, but response and impact are local. I will continue to lead on serious violence and counter-terrorism nationally for all PCCs, collaborating with the Association of Police and Crime Commissioners. I will continue to Chair the National Counter-Terrorism Collaboration Agreement Strategic Board, to support and scrutinise national strategies and ensure government understands the role that policing has to play both locally and regionally.

I expect Counter Terrorism policing and the national response to serious and organised crime to be locally as well as nationally accountable. As hosts of the West Midlands Regional Counter-Terrorism Unit, I will support WMP in local, regional and national collaboration to deliver joined up counter-terrorism policing.

In line with the government's National Counter-Terrorism Contest strategy, I will ensure effective delivery of Pursue, Prevent, Protect and Prepare activities, while maintaining and promoting public trust and confidence.

People and Resources

The people and resources of West Midlands Police (“WMP”) will be key to delivery of the Plan. I expect the Chief Constable to maximise capacity, capability, performance and quality from the people and resources that I make available to secure the maintenance of WMP, ensure that the force is efficient and effective, secure that good value for money is obtained and ensure the welfare and well-being of WMP officers and staff is adequately and properly provided for at all times.

People

The Chief Constable leads WMP and employs the police officers and staff who serve the people of the West Midlands. They are our most valuable resource. Their ability to undertake their roles and deliver outstanding service relies upon their continued welfare, well-being and professional development, all of which I expect the Chief Constable to invest in. I will hold the Chief Constable to account for workforce planning, to ensure the right resources and skills are available to meet demand, enhance efficiency and deliver effective outcomes.

I expect an agile and flexible force that can embrace change, with strong recruitment practices and succession planning to develop future leaders. Training will be a priority and I expect a clear people strategy focused on all necessary policing disciplines, including science, technology and innovation to attract and train the right talent while retaining experienced WMP officers and staff to ensure capability and resilience. WMP Officers and staff must have modern, effective equipment appropriate to a diverse workforce to perform their roles safely, effectively and efficiently.

The workforce also includes volunteers. I expect the Chief Constable to increase the number of volunteers fulfilling specialist roles, including that of Special Constable. I will support Special Constables being placed on a similar footing to magistrates, ensuring minimum yearly service levels with the right to take time off work to perform their duties.

I will support the Police Covenant, prioritising the physical and mental health of the workforce and ensuring trauma-informed training for frontline supervisors. Well-being programmes will support WMP officers and staff investigating high-harm offences and those who experience violence on duty. I expect to see perpetrators of violence against police officers and staff brought to justice.

I will continue my support of the Police Federation’s campaign to secure collective bargaining on Police Officer pay. I expect that WMP will continue to be an accredited Living Wage Foundation employer.

Fair funding

“The system of police funding is outdated and unfair. Funding should be distributed so it goes to where it is needed most. But currently, this isn’t the case... More grant-dependent, deprived and urban parts of England and Wales are more likely to be underfunded compared to their needs... The way that the PUP [Police Uplift Programme] funding was distributed means that new officers haven’t been appointed where they are needed most... In the absence of increasing the overall spend on the police, [this] will mean taking money away from some to give it to others. This may be politically unpopular, but it is the right thing to do to make poorer communities safer.”: The policing inspectorate’s (“HMICFRS”) Chief Inspector, “State of Policing; The Annual Assessment of Policing England and Wales 2023”.

WMP has 800 fewer Police Officers and 500 fewer Police Community Support Officers (“PCSOs”) than in 2010. In addition, the national police funding formula is universally acknowledged to be outdated, unfit for purpose and has never been fully implemented. WMP receives £40m a year less income every year than the formula says it should. This is despite being recognised as good for financial efficiency and financial planning.

I will continue to campaign for the return of our 800 Police Officers and 500 PCSOs and fair funding from government. I will also work with the Chief Constable and government to maximise all potential alternative sources of income.

Value for Money

Ensuring value for taxpayers' money is at the heart of my role as a Police and Crime Commissioner. I will hold the Chief Constable to account to ensure that every pound spent is focussed on preventing and tackling crime. Performance targets will measure our progress towards delivering the Plan.

I will work with the Chief Constable to set a medium-term financial plan and an annual budget making best use of available funding. Eighty percent of this funding is grants received from the Home Office, Ministry of Housing, Communities and Local Government and other government departments. The remaining twenty percent is the local policing precept, which I set pursuant to Section 40 Local Government Finance Act 1992.

I will ensure that there is effective treasury management, cash flow is optimised, and liquidity and capital requirements are efficiently managed to support delivery of the Plan and long-term financial stability.

I will offer grants to providers and third parties through my commissioning budgets and "My Community Fund" to prevent crime and promote community safety. These will be focussed on solutions which support my aims and priorities in this Plan. I will allocate monies recovered from criminals to "My Community Fund" every year to deliver crime prevention, diversionary activities and improve community safety.

As well as providing grants, I will also seek grant funding from external sources to enhance delivery of this Plan. This includes funding from government departments, when made available. However, it is my strong preference that government funding is long term and sustainable, not reliant upon yearly processes or delivered as ringfenced grants. This enables me to pass on these benefits to local providers, ensuring high quality services.

The police estate is a significant asset for the benefit of the people and communities of the West Midlands and WMP. It is imperative that we drive the greatest possible value out of it by ensuring well designed spaces to maximise productivity, efficiency, accessibility to the public and personal wellbeing. This will include collaborating and sharing space with other public bodies including West Midlands Fire and Rescue Service and local authorities.

Data and technology

Data is a major resource for policing. To ensure an evidence-informed and learning culture, WMP and my Office will collaborate with academia to develop a robust technological knowledge base. We will promote efficient exchanges of ideas between policing and industry and explore opportunities with national partners and programmes. By collaborating with statutory partners locally, regionally and nationally, we will support data-sharing initiatives to drive crime prevention and mitigate harm.

Similarly, technology is a significant resource for policing. I expect WMP to proactively scan for emerging trends and prioritise the effective and efficient use of new and existing technology, ensuring that police officers and staff have the right hardware and software to undertake their roles to the best of their abilities. Use of new technology will be lawful, ethical and proportionate at national, regional and local levels. I expect equality impact assessments to be undertaken for the deployment of new technology to ensure lawfulness, fairness and inclusivity.

I expect WMP to fully exploit and support the evidence and best practice resources provided by the College of Policing.

Decarbonisation and Net Zero

The resources of WMP and how they are used leave a carbon footprint. I expect WMP to play its part in delivering decarbonisation and Net Zero including: complying with the requirements of the Climate Change Act 2008 and working with partners to achieve this across the public sector; increasing the number of officers deployed on bicycles or foot; using technology to reduce its carbon footprint and enhance operational efficiency; reducing the carbon footprint of the police estate; increasing the proportion of its vehicle fleet that are electric or low carbon; and implementing the WMP Environmental and Sustainability Strategy 2022-2027.

Accountability and Governance

This Plan is the primary document that I will use to hold the Chief Constable and West Midlands Police (“WMP”) to account, exercise my strategic direction and fulfil my statutory functions on behalf of the people of the West Midlands. I have implemented comprehensive and robust governance arrangements.

I believe in the need for a democratically elected and directly accountable Police and Crime Commissioner, whose one and only top priority is preventing and tackling crime. To be the voice of the people, you must be elected by the people.

The Police and Crime Commissioner model ensures that there is effective and efficient accountability and governance of policing on behalf of the people. I remain opposed to the transfer of policing governance to the Mayoral Combined Authority.

Holding to Account

My Accountability and Governance Board (“AGB”) is where I formally and publicly hold the Chief Constable and WMP to account. The AGB will meet monthly, to focus on in-depth oversight and scrutiny of WMP performance, having regard to the commitments made in this Plan. Meetings are open to the public and are live-streamed. Recordings and reports are made available to the public on my website.

I also meet with the Chief Constable on a weekly basis, to discuss and ask questions about current policing issues facing the West Midlands and to receive briefings and performance updates. These meetings are further informed by the Force Management Statement, which is WMP’s operational assessment of demand and how it intends to respond to it.

Supporting panels and committees

My new Advisory Panel is diverse, inclusive and representative of the people and communities of the West Midlands. Having already contributed to the development of this Plan, they will provide a wide breadth of advice, challenge, guidance and support to help me review the impact of service delivery and outcomes for the public. In particular, they will act as a sounding board and critical friend, with an active and independent voice, highlighting good practice and issues of concern.

I will maintain an expert Ethics Panel, providing advice to the Chief Constable and myself, to ensure that projects which may infringe on people’s rights and freedoms are implemented in a fair, lawful and proportionate manner, being mindful of unintended consequences. I expect the Ethics Panel to be an integral part of our joint governance arrangements.

The Joint Audit Committee (“JAC”) will continue to provide independent assurance, both to the Chief Constable and me on governance, risk management and internal control frameworks, providing the additional scrutiny of internal audits, external audits, inspectorate reports and risk registers. The JAC will meet in public and report to my AGB annually.

It is the role of the West Midlands Police and Crime Panel to scrutinise my actions and decisions, providing both support and challenge, acting as a critical friend. I will work constructively with them, providing regular reports and updates on the delivery of my Plan. I will have regard to the views of the Panel.

Wider oversight

I will retain wider oversight of WMP governance, through engagement in the force’s Risk, Performance, Finance and Response to inspections boards, bringing items of risk to my weekly meeting with the Chief Constable. This will ensure a collective and comprehensive understanding of the risks faced and the adequacy of mitigating actions being taken.

I will continue to hold a quarterly discussion forum with the staff associations, trade unions and representative bodies, committing to authentic and substantive discussion, to ensure I hear the needs and views of WMP officers and staff.

My governance role extends to regional and national collaborations. I will continue to attend the Regional Governance Group, ensuring efficient and effective delivery of regional and sub-regional collaborations. I will further my own and my Office's engagement at a national level, ensuring we remain outward facing, seeking to shape the national picture and contributing to and enhancing the work of the new government.

I will respond to the policing inspectorate's ("HMICFRS") inspections and consider recommendations from HMICFRS and joint inspections, where these raise wider issues. I will review the outcomes of super complaints and use these to inform my strategic direction and holding to account processes. I will ensure appropriate oversight of the classified recommendations arising from the HMICFRS counter-terrorism policing inspection regime and the findings of Investigatory Powers Commissioner's Office inspections.

Accountability to the public

There will be ongoing engagement, via existing forums across the West Midlands, including my regular attendance at community meetings and civic events, to understand the day to day reality of local issues. I will work with community safety partners to reinvigorate local engagement structures. My Office will provide print, mainstream and social media communications to keep varied audiences informed on developments, issues and opportunities to engage with our work and that of partners. I will continue to participate in radio and television interviews.

I aim to improve public trust and confidence in policing by promoting openness and transparency. I will publish a wide range of information on my website, including:

- Decisions that I make
- Salaries, expenses, gifts and hospitality
- Financial information about WMP and my Office, including commissioning activity
- Performance of WMP, including the key performance indicators accompanying this Plan
- Complaints against WMP, me or my Office
- Freedom of Information requests
- Policies and strategies in place to govern WMP and my Office
- Agendas, reports and minutes of the Accountability and Governance Board
- An Annual Report, Annual Governance Statement and Statement of Accounts

I will continue to provide a complaints review process, to ensure complaints from members of the public are dealt with in a fair and proportionate manner. Restorative practice will be piloted for complainants. I will continue to deal with complaints from members of the public about the professional conduct of the Chief Constable.

Future proofing

To remain at the forefront of policing practice, I expect WMP to deliver against the Policing Vision 2030 and to continuously adapt to the evolving landscape of crime and criminality, including that driven by climate change and new technology. This requires a culture of continuous creativity, improvement and innovation.

My Office

I will ensure my Office is efficient and effective, with well trained, supported and motivated staff. I will work with the Chief Executive to maintain a zero gender and ethnicity pay gap for my Office, paying at least the Real Living Wage.

I will maintain our Karl George Race Code accreditation, supporting diversity and inclusion within my Office and ensure that the principles of equality and fairness underpin everything we do.



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Police and Crime Plan Consultation Survey and Focus Group Findings

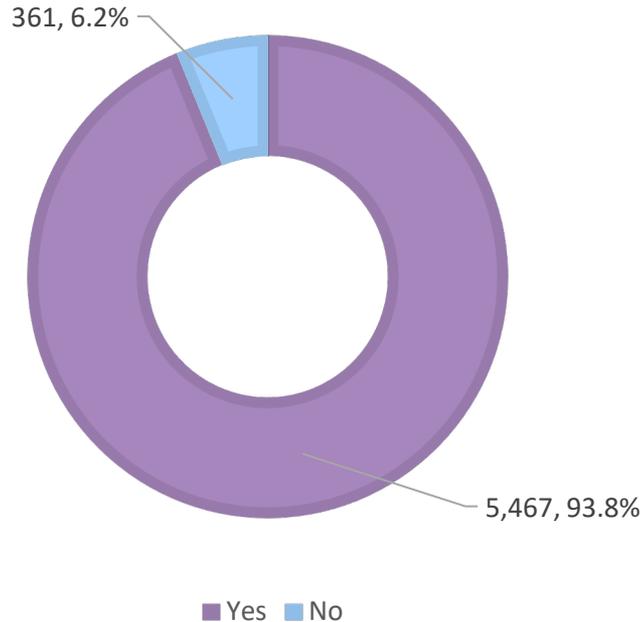
January 2025

CONSULTATION SURVEY

Police and Crime Plan Findings

Question 1:

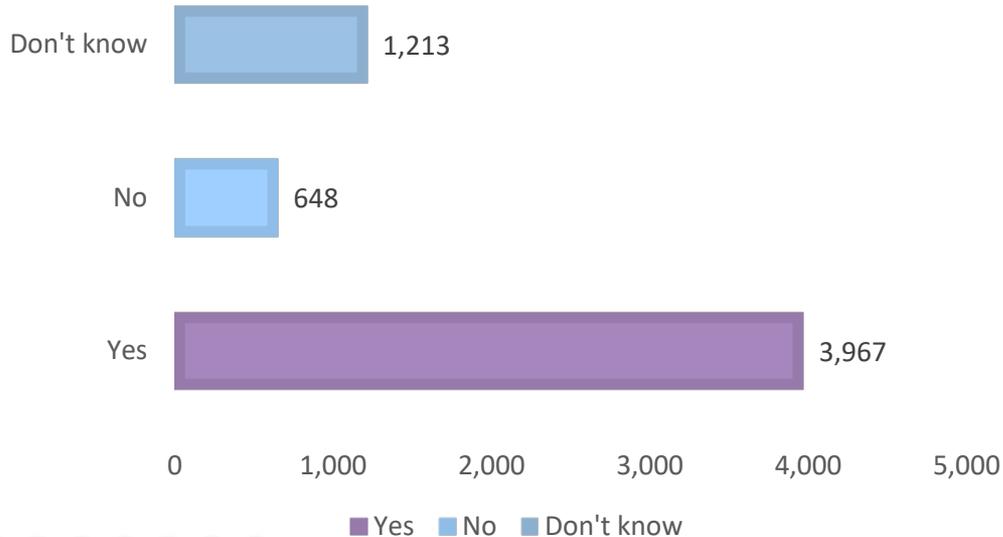
Do you agree with the priorities and principles?



Most of the respondents answered "Yes" indicating strong overall agreement and support for the Commissioner's proposed priorities and principles.

Question 2:

Do you think the priorities and principles support good relations?



Around 68.1% of respondents believed the priorities would contribute positively to support good relations. However, 20.8% of respondents selected "Don't know," signalling uncertainty about whether the priorities and principles will effectively foster good relations. And 11.1% of participants disagreed.

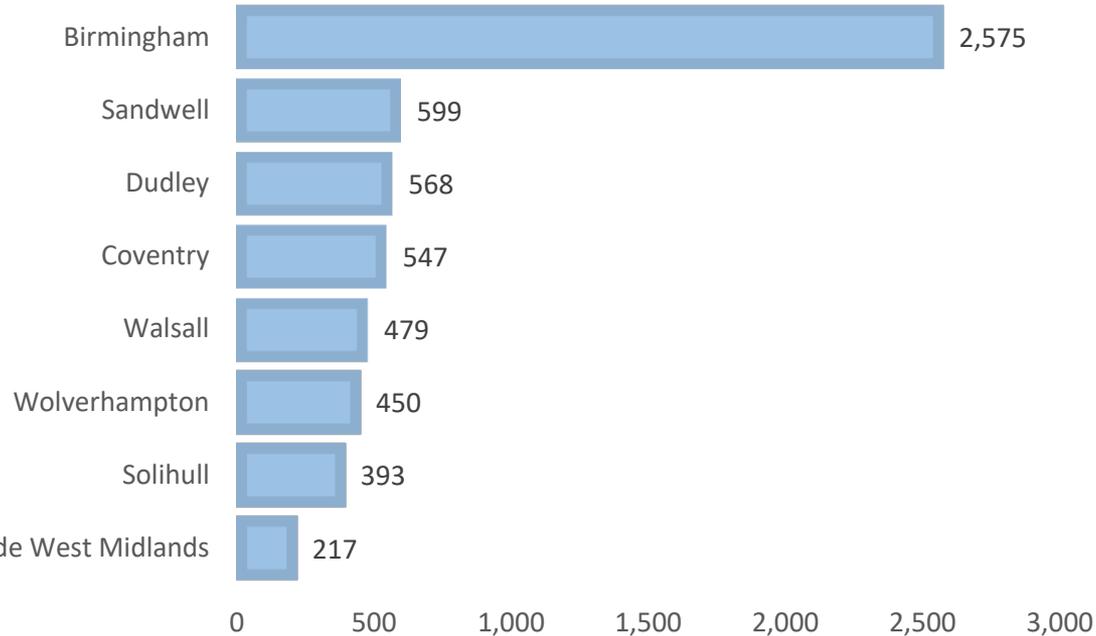
Question 3:

What are your top police responsibilities?

Top 10 Selected Police Responsibilities	Number of Selections
Preventing knife crime	4,337
Investigating crimes and bringing offenders to justice	3,671
Prompt response to 999/101 calls and getting to incidents quickly	3,666
Preventing violence against women, girls, and vulnerable people	3,438
Preventing anti-social behaviour	3,344
Preventing car thefts, robberies, and burglaries	3,276
Preventing street drug dealing	3,262
Combating organised crime, such as illegal drug importation	2,684
Improve road safety, such as reducing speeding and street racing	2,412
Supporting victims and witnesses	2,319

Over the 14 week consultation period, knife crime was ranked the most important issue for 12 of those weeks, demonstrating its sustained significance to respondents.

Question 4: Where do you live?

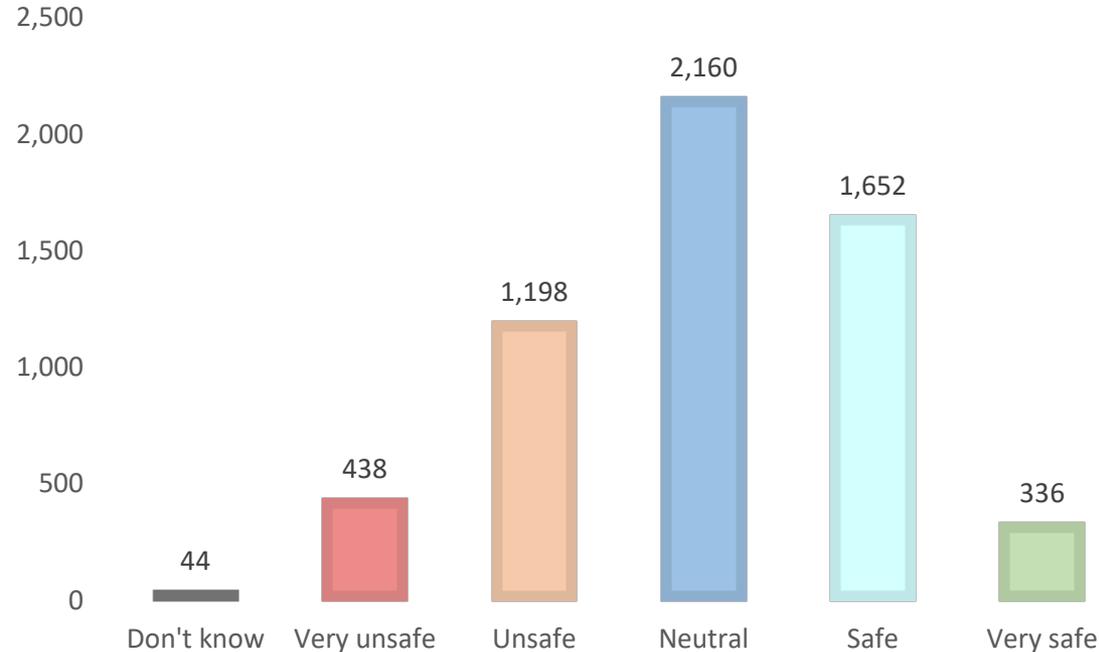


37.7% of respondents lived in Birmingham, reflecting its position as the region's largest city and the significant policing challenges in urban centres.

Other areas, such as Sandwell, Dudley and Coventry contribute smaller, relatively equal proportions of responses.

Question 5:

How safe do you feel where you live?

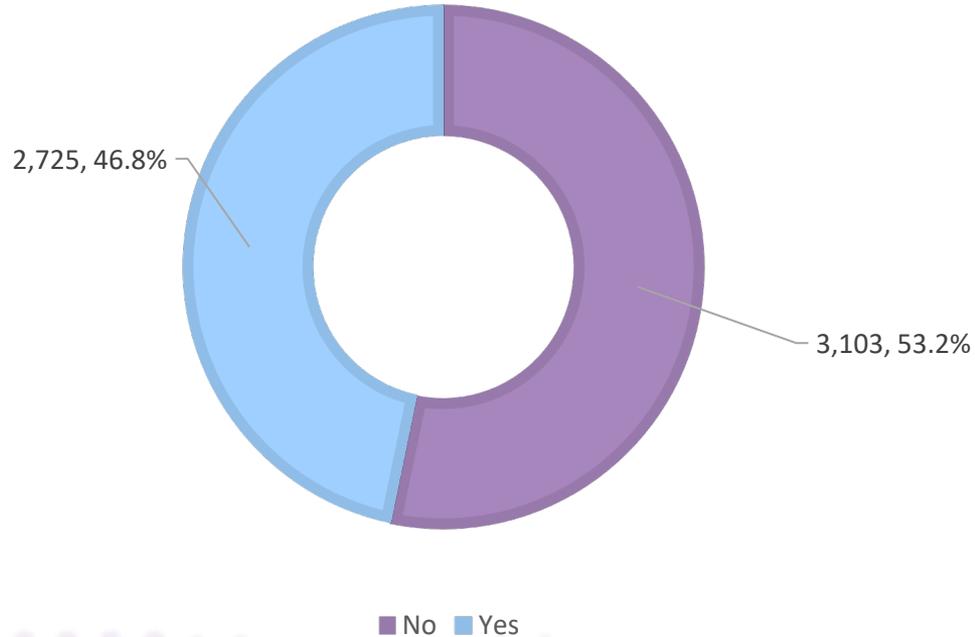


Around 34.1% of respondents reported feeling safe or very safe. While, 28% of respondents reported feeling unsafe and very unsafe.

The Neutral category dominates, representing 37.1% of responses, they neither feel particularly safe nor unsafe.

Question 6:

Do you regularly visit, work, or volunteer in another area?

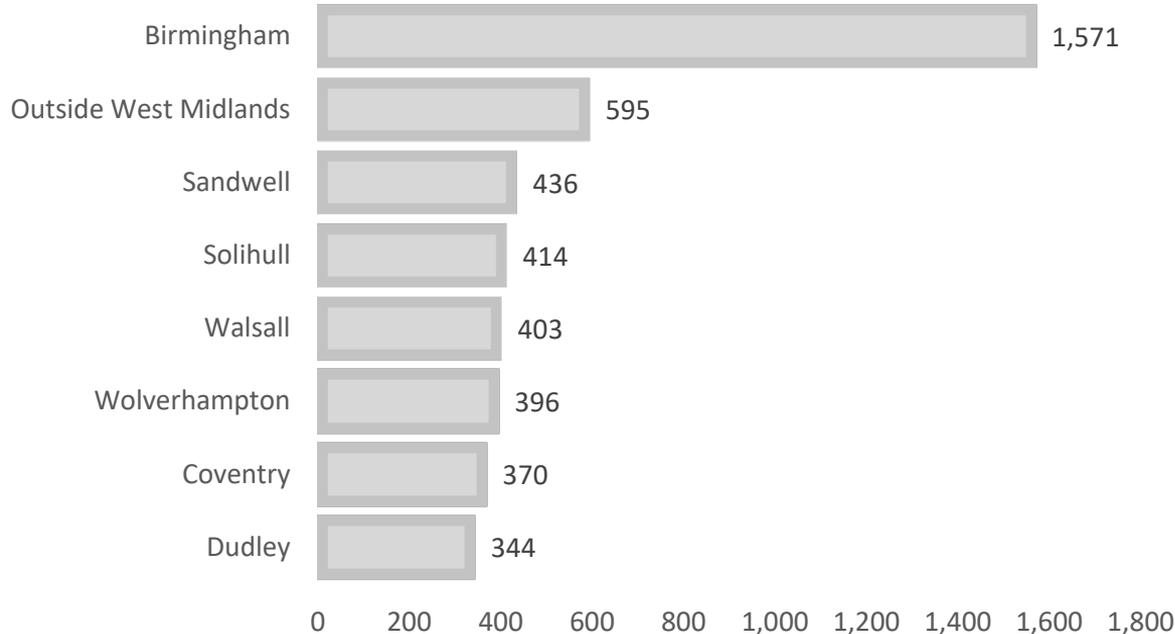


53.2% of respondents indicated that they do not regularly visit, work, or volunteer in another area.

46.8% of respondents do engage in other areas within the West Midlands, rather in just their home area.

Question 7:

Which area(s) do you regularly visit, work, or volunteer?

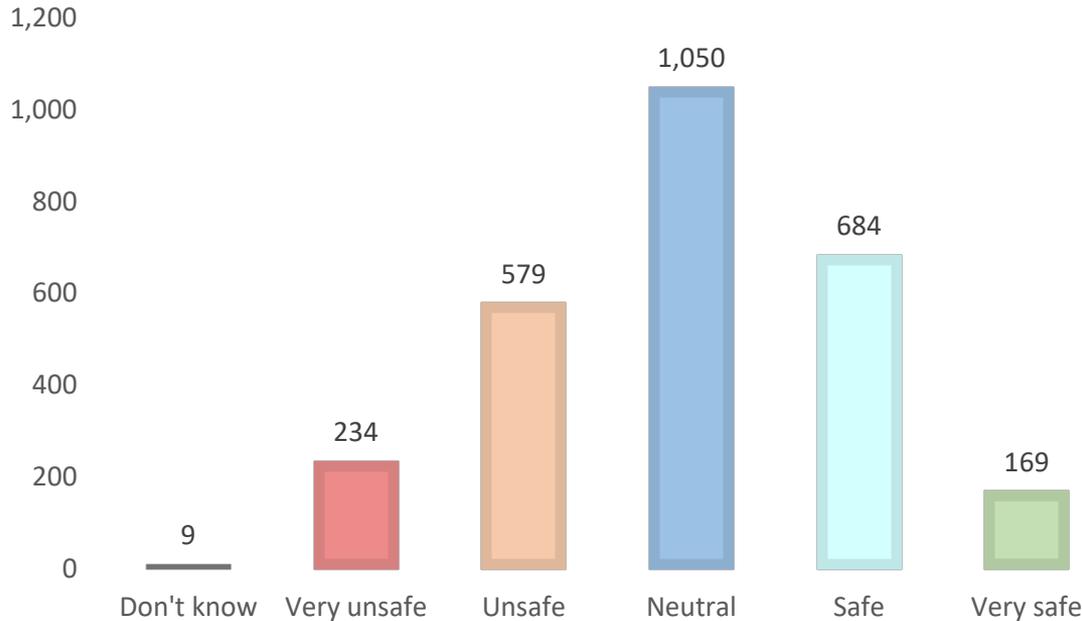


The most frequently visited area was Birmingham (27.0%), followed by Sandwell (7.5%), Solihull (7.1%), and Walsall (6.9%).

These results reflect the significance of Birmingham as a hub for high volumes of activity. 10.2% of respondents visit, work, or volunteer outside the region.

Question 8:

How safe do you feel where you regularly visit, work, or volunteer?

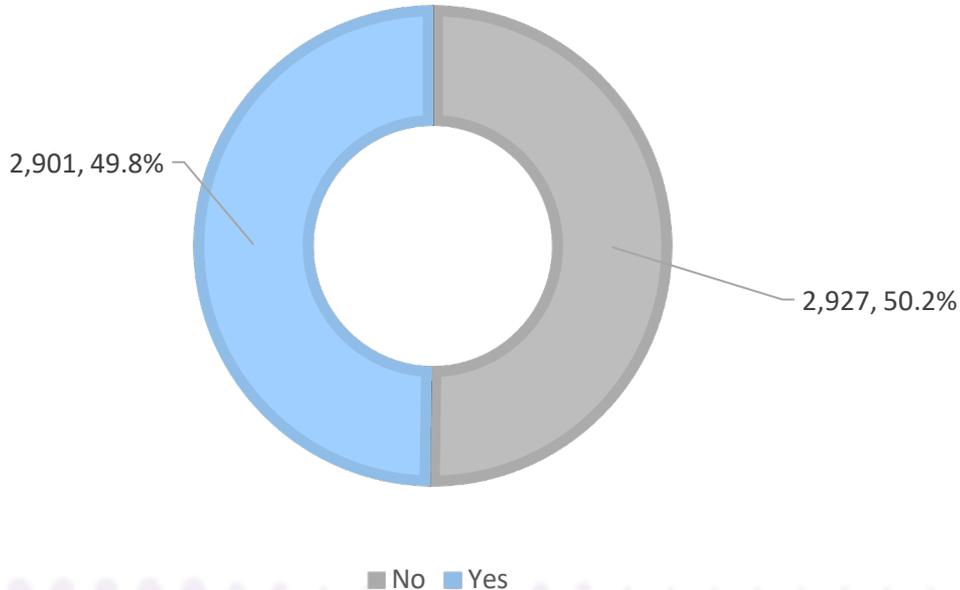


31.3% one-third of respondents have positive perceptions of safety in areas outside their home location. 21.2% of respondents reported feeling unsafe, and 8.6% felt very unsafe

38.5% of respondents reported feeling neutral about their feelings of safety in areas where individuals regularly visit, work, or volunteer.

Question 9:

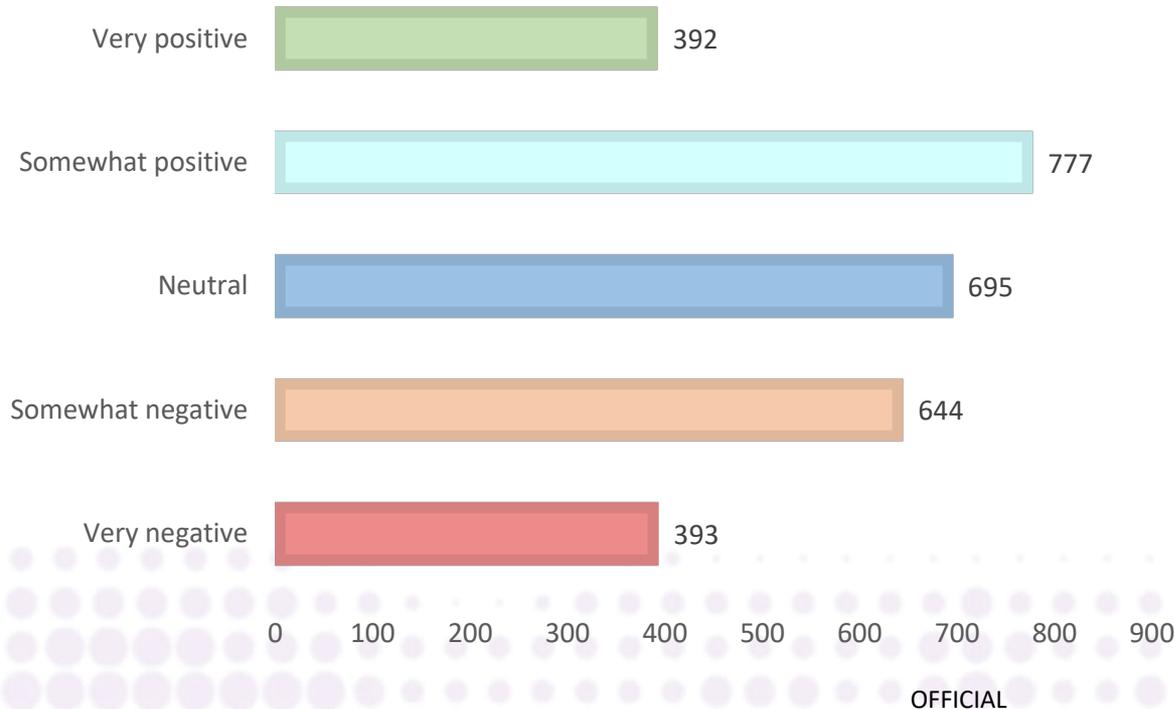
Have you had contact with West Midlands Police in the last 3 years?



When asking about recent contact with West Midlands Police, the responses were almost evenly split, with 50.2% of respondents stating that they had not had contact with West Midlands Police in the past three years and 49.8% indicating that they had contact.

Question 10:

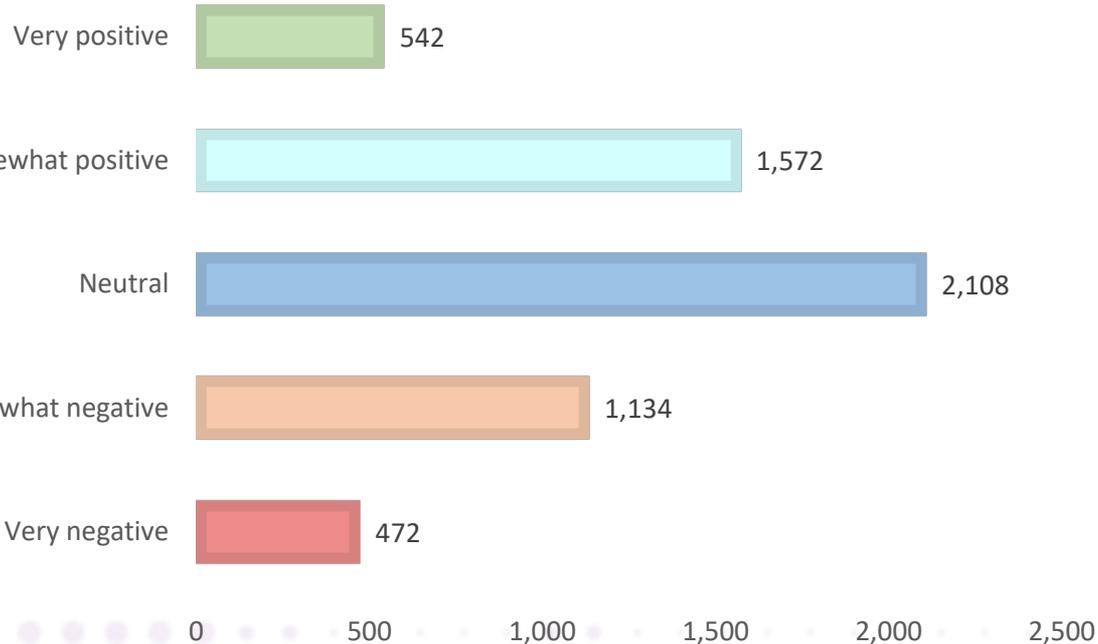
How would you rate your experience with West Midlands Police?



40.3% of respondents had positive experiences with West Midlands Police. However, 35.7% of respondents rated their experience negatively. A further 24.0% of respondents felt neutral about their experience with the police.

Question 11:

What is your overall view of West Midlands Police?

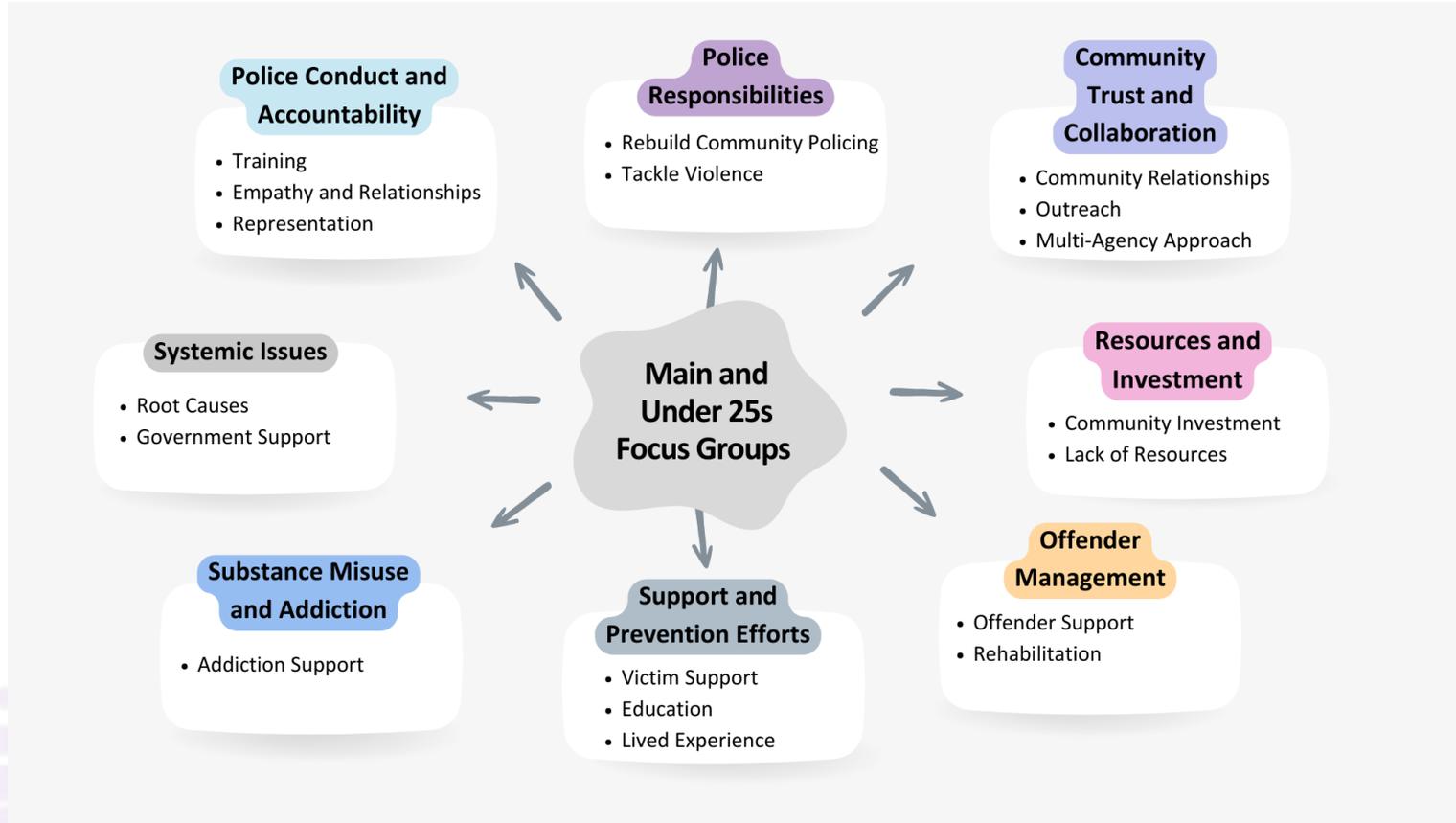


A combined 36.3% of respondents held a positive view. 27.6% of respondents expressed a negative view. And, 36.2% of respondents expressed neutral opinions overall.

FOCUS GROUPS

Police and Crime Plan Findings

Main and Under 25 Focus Group Findings



Main and Under 25 Focus Group Findings (1)

Q5 - “Among the various responsibilities of the police, which ones do you think should be the top priorities for the Police and Crime Commissioner?”

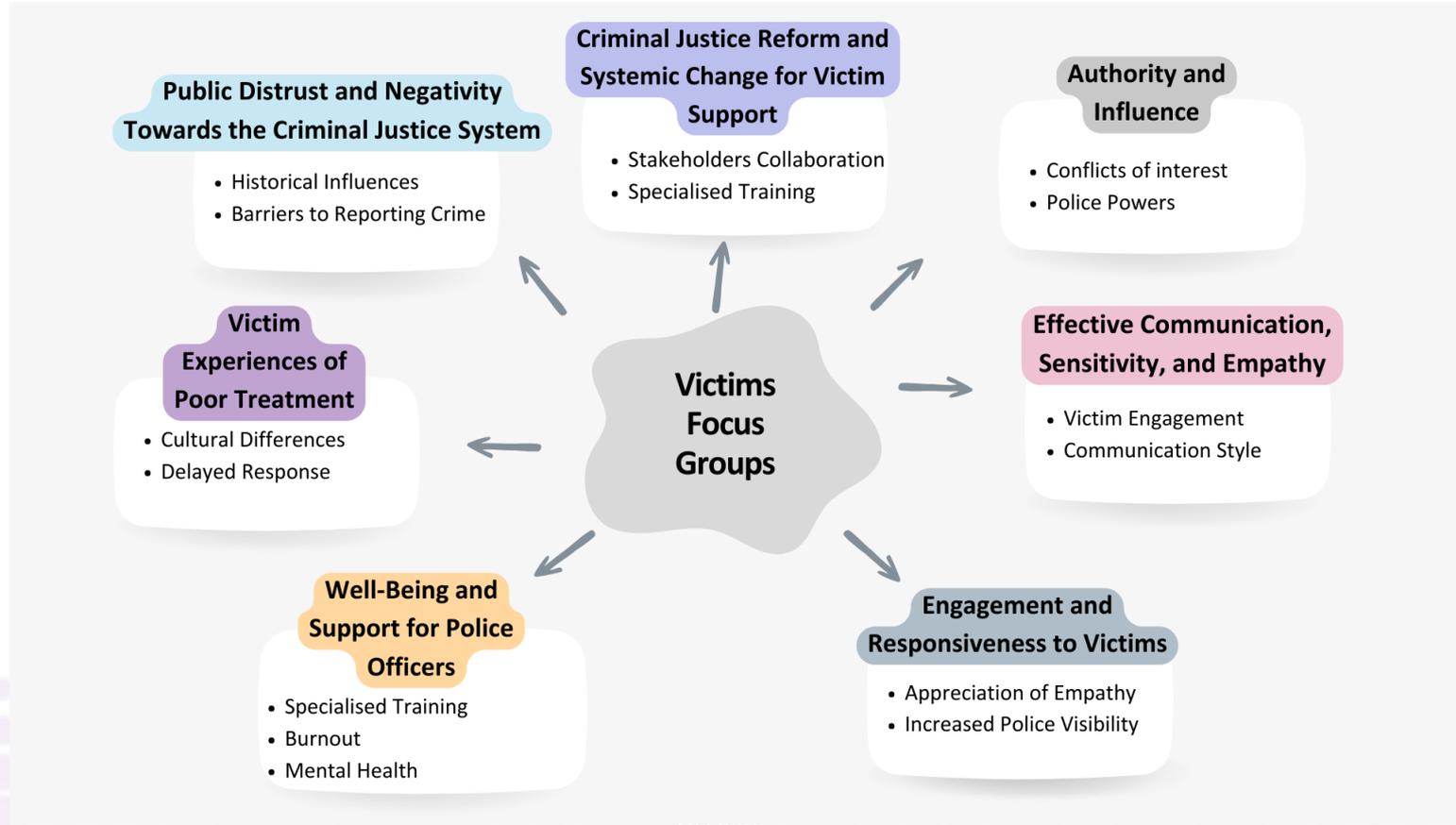
Key Areas

- Community trust and collaboration
- Support and prevention efforts
- Resources and investment



Police and Crime Plan

Victim Focus Group Findings



Victim Focus Group Findings (2)

Q3 - “Are you aware of your rights under the Victims Code? How have these rights influenced your experience?”

Key Areas

- Effective communication and sensitivity
- Engagement and responsiveness to victims
- Pessimism towards the criminal justice system





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Police and Crime Plan

Development Update

20th January 2025



My Priorities...

REBUILD COMMUNITY POLICING

- Make neighbourhoods safer
- More officers visible in communities
- Solve local problems with communities
- Work with local businesses
- Combat anti-social behaviour
- Tackle hate crime

TACKLE VIOLENCE

- Violence Against Women and Girls
- Domestic Abuse, including children
- Serious Youth Violence and knife crime
- Organised Crime Gangs and guns
- County lines and criminal exploitation
- Violence against retail workers

IMPROVE ROAD SAFETY

- Increase prevention and enforcement against speeding, phone use, drink/drug driving and failure to wear a seatbelt (the fatal 4)
- Increase 3rd party reporting
- Tackle organised street racing
- Clamp down on uninsured vehicles

REDUCE NEIGHBOURHOOD CRIME

- House burglary
- Street robbery
- Car theft and theft from vehicles
- Fraud
- Online crimes

PROTECT VICTIMS AND WITNESSES

- Victim's Rights and Welfare
- Access to justice
- High quality support services for victims
- Support 'by and for' specialist services
- Amplify the voice of victims

MAKE WEST MIDLANDS POLICE EXCELLENT

- Fair funding and efficient use of resources
- High quality, well trained, well supported and representative workforce
- High performing, trusted Force
- Effective and ethical use of data/new technology
- Decarbonisation: Net Zero

My Principles...

BRINGING OFFENDERS TO JUSTICE

- Crimes accurately recorded
- Efficient and effective investigations
- More crimes detected and positive outcomes
- Greater use of Out of Court Disposals and Civil Orders
- Efficient and effective criminal justice system

PREVENTION & REHABILITATION

- Protecting the vulnerable
- Children and young people focus
- Reduce harm from illegal drugs
- Support and challenge people to turn their lives around

PARTNERSHIPS

- Bring WM partners together to make a real difference
- Work with government to deliver change
- Effective local, regional and national collaboration

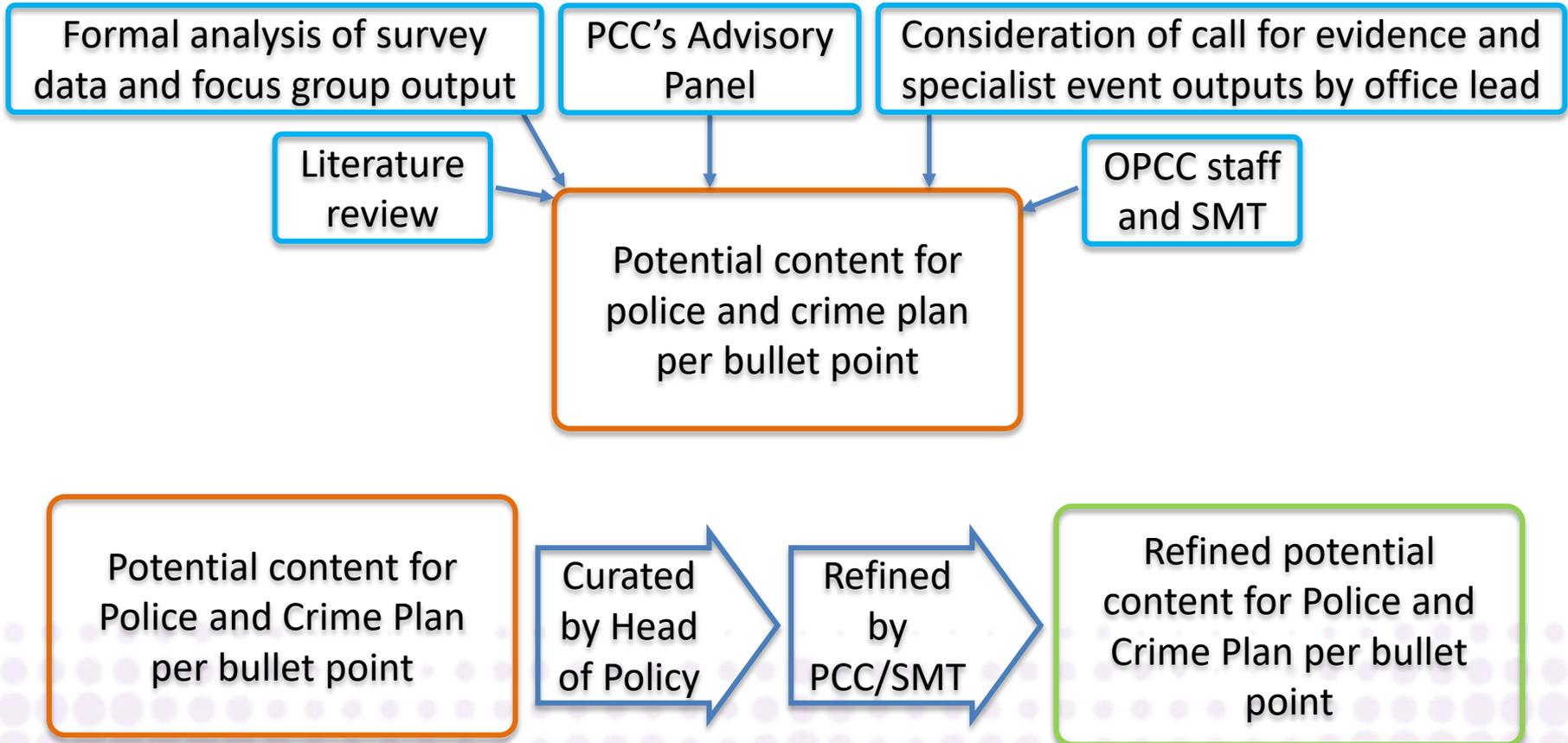
BUILDING TRUST AND CONFIDENCE

- Fairness and belonging
- Best policing for people and in places that need it most
- Listening and responding to the public
- Understanding and addressing disproportionality
- Learning from our history

Consultation Matrix

Who - Needs to be representative across them all	Online Survey /f2f	Local meetings / boards	Big events attendance	Youth Commission / Cadets	Call for evidence	Victim's survey	Youth Assembly	Lived Experience inc offenders	Victims engagement	Special interest events
Residents (need to break this one down)										
Visitors										
WMP/specials										
Statutory bodies										
Providers (thematics is key here i.e. RSLs)										
Community orgs										
Businesses										
MPs in WM										
Policy experts										

How consultation is fed into the plan itself



Timeline



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September

October

November

December

January

February

March

Consultation

Write PCP sections

Consultation analysis

SMT/PLG refine

Develop and agree Performance metrics

Finalise draft PCP

Refined through SMT, PLG and force engagement

Consult with CC and Panel

Create Bullet point lists of plan inclusions

Finalise plan

Existing ideas reflected

WS sessions OPCC + force

Ongoing PLG/SMT consideration

PCC's AP
10th Oct

Produce publish version

Launch PCP

My Priorities...

Rebuild Community Policing

- Make neighbourhoods safer
- More officers visible in communities
- Solve local problems with communities
- Work with local businesses
- Combat anti-social behaviour
- Tackle hate crime

Original Plan on a page

Tackle violence

- Violence Against Women and Girls
- Domestic Abuse, including children
- Serious Youth Violence and knife crime
- Organised Crime Gangs and guns
- County lines and Criminal Exploitation
- Violence against retail workers

Improve road safety

- Increase prevention and enforcement against speeding, phone use, drink/drug driving and failure to wear a seatbelt (the fatal 4)
- Increase 3rd party reporting
- Tackle organised street racing
- Clamp down on uninsured vehicles

Reduce neighbourhood crime

- House burglary
- Street robbery
- Car theft and theft from vehicles
- Fraud
- Online crimes

Protect victims and witnesses

- Victim's rights and welfare
- Access to justice
- High quality support services
- Support 'by and for' specialist services
- Amplify the voice of victims

Make West Midlands Police excellent

- Fair funding and efficient use of resources
- High quality, well trained, well supported, and representative workforce
- High performing, trusted Force
- Effective and ethical use of data/new technology
- Decarbonisation: Net Zero

My Principles...

Bringing Offenders to Justice

- Crimes accurately recorded
- Efficient and effective investigations
- More crimes detected and positive outcomes
- Greater use of Out of Court Disposals and Civil Orders
- Efficient and effective criminal justice system

Prevention and Rehabilitation

- Protecting the vulnerable
- Children and young people focus
- Reduce harm from illegal drugs
- Support and challenge people to turn their lives around

OFFICIAL

Partnerships

- Bring WM partners together to make a real difference
- Work with government to deliver change
- Effective local, regional and national collaboration

Building trust and confidence

- Fairness and belonging
- Best policing for people and in places that need it most
- Listening and responding to the public
- Understanding and addressing disproportionality
- Learning from our history

Changes from Plan on a Page (1)



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Original	New
Future tense for some titles	Now in present tense
'Make neighbourhoods safer'	'Neighbourhood Policing Guarantee'
'Tackle' or 'Reduce' ...	'Prevent and tackle' 'Prevent and reduce'...
'Combat ASB'	'Prevent and tackle crime and ASB'
'Violence against women and girls'	'Male violence against women and girls'
'OCGs and guns' + 'County lines and CE'	'Serious and organised crime and exploitation'
'Violence against retail workers'	'Violence against retail and business workers'
Nothing on general public place violence	'Safe public places' added in

Changes from Plan on a Page (2)



Original	New
'Improve road safety'	'Improving road and travel safety' + 'Safer travel'
'Clamp down on uninsured vehicles'	'Clamp down on uninsured, untaxed, unsafe vehicles and illegal number plates'
'House burglary'	'Residential burglary'
'Car theft and theft from vehicles'	'Theft of and from motor vehicles'
'Fraud' + 'Online crime'	'Fraud and online crime'
No reference business crime	'Crime against local businesses'
Reference to VCOP but not set out	VCOP fully set out
'Reduce harm from illegal drugs'	'Reduce harm from illegal drugs and alcohol'
'Support and challenge people to turn their lives around'	'Support and challenge people to address harmful behaviours'

Changes from Plan on a Page (3)



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Original	New
'Make WMP Excellent' + 'Building Trust and Confidence' sections	'An equal and fair West Midlands' + a reworked 'Building trust and confidence
'Understanding and addressing disproportionality'	'Understanding, addressing and challenging disproportionality'
Lack of focus on police behaviour	'Outstanding performance and behaviour'
Tackle Hate Crime under 'Rebuild community policing'	Tackle Hate Crime under new section 'An equal and fair West Midlands'
Focussed on policy areas	'People and resources' + 'Accountability and governance' sections added

Other significant changes from consultation (1)



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Feedback (including excerpts from report)

Verbal harassment, such as catcalling, was identified as a "*gateway*" harm, normalising more severe behaviours

132 free-text responses regarding parking covering illegal, inconsiderate and dangerous parking including parking on pavements, zig zags, double yellow lines and around schools

Plan content

Combatting VAWG is everyone's responsibility. We must challenge and change attitudes and misogynistic behaviours.

I expect WMP to work with local authorities to prevent and tackle illegal parking, which adversely impacts communities, such as parking on pavements, double yellow or zig zag lines and double parking.

Other significant changes from consultation (2)

Feedback (including excerpts from report)	Plan content
<p>Many participants attributed police misconduct to inexperienced “<i>rookie</i>” officers, emphasising the need for mentorship. They highlighted the importance of pairing new recruits with experienced role models to promote professionalism and set a positive example.</p>	<p>I expect a culture of continuous improvement, open to challenge and learning from others, encouraging the building of mentoring relationships between new and experienced officers.</p>
<p>Young people feedback “explore specific training for police recruits. This training would aim to enhance officers' ability to engage effectively with young people and build stronger connections.”</p>	<p>Each school will have a named Early Intervention Officer or Schools Intervention Police Officer and I expect officers to be appropriately trained for this work.</p>

Other significant changes from consultation (3)



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Feedback (including excerpts from report)

A key point raised was the need to address societal perceptions of addiction. Comments such as *“break the stigma of drug users typically being unemployed”* highlighted the importance of public education and campaigns to challenge stereotypes and demonstrate that addiction affects individuals from all walks of life”

The importance of incorporating lived experience into shaping policies and interventions was also highlighted. As one participant stated, *“lived experience should guide rehabilitative processes”*

Plan content

To help individuals from all walks of life overcome addiction, I will seek to increase treatment referrals, including through my Divert and arrest referral services.

I will work with partners and those with lived experience to enhance treatment and recovery services.

Other significant changes from consultation (4)



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Feedback (including excerpts from report)

Participants in this group stressed the importance of clear communication, with one stating, *“when people have difficulty understanding what is happening, it should be explained differently”*. This highlights the need for officers to adapt their explanations to ensure understanding. Effective communication is a critical aspect of professional police behaviour, and the suggestion to explain situations differently when individuals struggle to understand reflects a need for officers to prioritise clarity and empathy in their interactions. Furthermore, participants revealed the importance of recognising the needs of young women, with one participant noting, *“the police need to treat girls with the consideration of female specific needs”*. This contribution underlines the importance of training and a more empathetic approach from officers to ensure respectful and fair treatment, particularly for young and vulnerable groups.

Plan content

Inclusive policing requires that all citizens can understand and be understood and that cultural, personal and neurodivergent needs are taken into account and understood within policing activity. I expect WMP to make their services and interactions accessible to all communities.

Other significant changes from consultation (5)



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Feedback (including excerpts from report)

Victim focus group feedback – Participants also emphasised the need for Outsourced Training by Experts rather than in-house training conducted by other officers. Participants observed how *“police officers shouldn’t always be trained in-house by other officers; they need outsourced experts”*

Plan content

I will also ensure that services for victims and survivors from minoritised communities are culturally competent. This requires training delivery from representatives of the wider community.

Key Performance Indicators (1)



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Feedback from panel	Comments
Review terminology – Members suggested terminology is reviewed to ensure the language is meaningful to the public	Carefully considered throughout
Glossary - Members suggested a glossary defining key terms is prepared to sit behind the performance information (e.g. the definition on “visible” policing, “drug disruption activities”, “third party intelligent reports”)	We will include definitions so that there is clarity on what is being measured
Clarity of baselines – All baselines should be clear to aid understanding of the trajectory of performance and outcomes	Will ensure this is the case and we intend to publish data with trend lines

Key Performance Indicators (2)



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Feedback from panel	Comments
<p>Rebuilding community policing – visibility of police officers. Members suggested a clear definition of ‘police visibility’ is provided for this measure, in particular whether it includes just officers conducting neighbourhood policing activity or other officers. The Subgroup felt the measure should be balanced with a measure that captured public perception of police officer visibility and noted a trust and confidence public survey was being developed</p>	<p>We have moved away from the visibility measure as we agree that it was a poor measure of neighbourhood policing. A national set of measures is being worked up in support of the National Neighbourhood Policing Guarantee. We will use these and ensure that public perception measures are included.</p>

Key Performance Indicators (3)



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Feedback from panel	Comments
<p>Positive outcome rates – it was noted that some KPIs captured increases in positive outcome rates, and it was suggested positive outcome rates be included for the other KPIs. Additional data comparing positive outcome rates with Most Similar Forces would also be valuable</p>	<p>We have given careful consideration as to which areas to focus in on positive outcome rates – If we did for all crimes we would have too many KPIs to give each sufficient focus.</p>
<p>Drug-related incidents – it was suggested that in addition to the KPI relating to drug possession, a further KPI be added to demonstrate the reduction of drug-related incidents.</p>	<p>Our focus on drugs is under Prevention and Rehabilitation where we are focussed on increasing positive action. Our KPI here will be Increasing the number of people entering drug and alcohol treatment services</p>

Key Performance Indicators (4)



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Feedback from panel	Comments
<p>Victims – it was noted that Victims Code compliance formed a key part of the Police and Crime Plan. It was suggested the KPIs associated with this show the entirety of the process and clarify the responsibilities of the various criminal justice partners.</p>	<p>We have adjusted the KPIs to cover the entirety of the Victim’s Code of Compliance</p>
<p>Live chat and online contact – It was suggested that in addition to monitoring the service performance of 101 and 999, the PCC consider including data to understand new methods of contact (Live chat and online)</p>	<p>No service level agreement exists for these forms of contact. However, we have specifically added the following text to the Plan</p> <p>‘I expect WMP to increase access to services through Live Chat and other online engagement channels.’</p>

Key Performance Indicators (5)



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Feedback from panel	Comments
<p>Arrest rates – concern was expressed that the proposed ‘Increase in arrest rates’ measure could be counter-productive and it was suggested the measure should be expanded to include other outcome methods used by the police.</p>	<p>We have instead removed this measure</p>

Equality Impact Assessment

- Run in parallel with the wider development of the plan
- A key component of the consultation:
 - “Do you think the priorities and principles support good relations?”
- Building upon our wider equalities work and working with the force equalities team
- Considered as content developed
- Equality Analysis document in process of being written and to be published alongside the plan
- The Equality Analysis will consider impacts against each protected characteristic and wider factors that marginalise people whilst being mindful of intersectionality and culminative impact across the plan

Plans for launch and publication



- Plan to be launched on Wednesday 26th March 2025
- Brasshouse Lane Community Centre – Smethwick
- Proposed versions of the Plan:
 - Online
 - Printed glossy
 - Words only to print yourself
 - ‘If you would like this publication in any other format please email: wmpcc@westmidlands.police.uk’
- Online version to have:
 - Updated KPIs with trend lines
 - Links to wider references
 - Easy navigation

Questions/Comments

Report to the West Midlands Police and Crime Panel – Response to Disorders 2024

Date: 20 January 2025

Report of: Simon Foster, Police and Crime Commissioner

Report author: Jonathan Jardine, Chief Executive

1. Purpose

- 1.1 To provide a response to a request for a report from West Midlands Police and Crime Panel under Section 13 of the Police Reform and Social Responsibility Act 2011, "looking deeper into the recent disorder within the West Midlands and wider and the lessons learnt from prevention, community safety and criminal justice".

2. Recommendation

- 2.1 The Panel is recommended to note the above report.

3. Background

Introduction

- 3.1 Alice da Silva Aguiar, nine, Bebe King, six, and Elsie Dot Stancombe, seven, were killed in Southport on Monday 29 July 2024. A further ten people, eight of whom were children, were also injured.
- 3.2 Following these tragic events, unrest and violent disorder broke out in towns and cities across the UK. There was less unrest and disorder in the West Midlands than seen elsewhere.
- 3.3 Not guilty pleas have been entered on behalf of suspect Axel Rudakubana, 18, for the charges of murder of three girls. Further not guilty pleas were entered for attempting to murder 10 other people, producing the biological toxin ricin and possessing terrorist materials. His trial is expected to start on 20 January 2025.

The national response

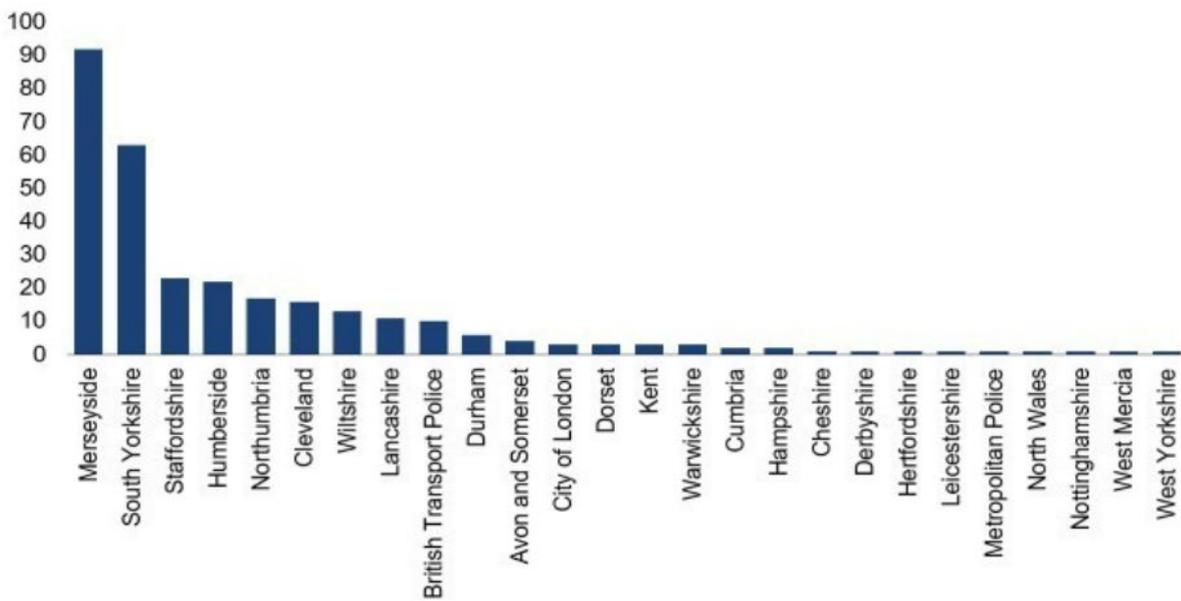
- 3.4 There was disorder of varying severity across the country including the following locations:
 - Tuesday 30 July 2024: Southport
 - Wednesday 31 July 2024: London, Hartlepool, Aldershot and Manchester,
 - Friday 2 August 2024: Liverpool and Sunderland
 - Saturday 3 August 2024: Liverpool, Blackpool, Hull, Bristol, Stoke on Trent, Leeds, Belfast, Manchester, Blackburn, Preston, Nottingham, Plymouth and Newcastle

- Sunday 4 August 2024: Rotherham, Tamworth, Middlesbrough, Bolton and Weymouth
- Monday 5 August 2024: Belfast, Darlington, Birmingham and Plymouth
- Wednesday 7 August 2024: Further protests

3.5 The national policing operation, known as Operation Navette, moved to a "recovery" phase on Monday 19 August 2024.

3.6 A total of 302 police officers were injured during the unrest, and 54 hospitalised. HMICFRS data suggests no West Midlands Police officers were among the injured:

Figure 3: Number of officer injuries across forces in England and Wales between 29 July and 16 August, during Operation Navette



Source: Data collection from the National Police Chiefs' Council

3.7 Over 900 people have so far appeared in court charged with offences relating to the unrest and disorder. Over 650 cases have concluded, and about 500 people have been jailed to date.

3.8 On 6 September 2024, the Home Secretary commissioned His Majesty's Inspectorate of Constabulary, Fire and Rescue Services ("HMICFRS") to carry out a rapid review into the policing response to the disorder, to identify lessons for the future. The first part covers the following:

the police service's public order public safety (POPS) capacity and capabilities;

- the police service's ability to mobilise officers across police force areas to respond to the disorder; and
- how the well-being and resilience of officers might be affected by repeated exposure to incidents of disorder.

- 3.9 A second part will be published in 2025. It will cover intelligence relating to violent disorder; social media misinformation and disinformation that inflamed, incited or brought about more widespread disorder; and investigations into offences.
- 3.10 The first part was published on 18 December 2024 here: [An inspection of the police response to the public disorder in July and August 2024: Tranche 1 - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk). Committee members are recommended to read this report.

It includes recommendations relating to:

The public order elements of the Strategic Policing Requirement

- Public order personal protective equipment
- Use of drones during public order incidents
- The wider range of tactics available during public order incidents
- Public order training and fitness requirements
- National command arrangements for mobilisation of public order policing resources
- The role of Regional Information and Co-ordination Centres
- Technology for monitoring the deployment of public order resources
- Debrief processes for public order incidents
- The testing and exercising regime for public order mobilisation
- Protocols for ambulance services and hospital trusts when treating injured officers
- Well-being of officers during public order mobilisations
- Whether the public order policing should be considered a "high risk" role for the purposes of well-being assessments
- The support available to officers who have experienced public order policing
- The role of treatment and well-being centres for police officers

The PCC will make a response to the HMICFRS recommendations within 56 days of their publication.

Disorder and protest in the West Midlands, and West Midlands Police activity, Monday 29 July 2024 - Monday 19 August 2024

- 3.11 Thursday 1 August 2024: Chief Constable Guildford briefs PCC. He reports that, as far as was currently known at that point, there were no links between the attack in Southport and the West Midlands. He reports no local tensions at that time.
- 3.12 Saturday 3 August 2024 - Sunday 4 August 2024: WMP officers deployed to Nottinghamshire, Merseyside and South Yorkshire to support their colleagues in dealing with violent disorder in those areas. About 24 officers were sent to each area.
- 3.13 Sunday 4 August 2024: Protest, Birmingham City Centre. Passes off peacefully

Sunday 4 August 2024: A group of approximately 50 people gathered in Solihull town centre to protest against immigration. They began to approach a local mosque. Another group, comprising of about 400 largely South Asian men, gathered to "protect" the mosque. Police officers were deployed. A pint glass was thrown at officers. An arrest was made on 8 August 2024. No injuries reported.

- 3.14 Monday 5 August 2024: A small team of West Midlands Police Officers was deployed to support Staffordshire Police. There was disorder in Tamworth, Staffordshire, at two locations. There was an attempt to set fire to a hotel used to house asylum seekers.
- 3.15 Monday 5 August 2024: There was a large gathering of up to approximately 1000 people in Bordesley Green from the Muslim community in response to an anticipated anti-immigration protest, information about which had been circulating on social media. No anti-immigration protest occurred. The gathering occurred between 1700 and 2115. However there were several offences reported including an assault and other offences at "The Clumsy Swan" pub, attempted criminal damage to a Sky News van and one man arrested for possession of an offensive weapon (a stick).
- 3.16 A total of eleven arrests were made, of which all eleven men were subsequently charged. Two of those involved in the disorder at The Clumsy Swan have received prison sentences.
- 3.17 A man was later found not guilty on the charge of possession of an offensive weapon, as he reportedly carried the stick daily because of its "spiritual value".
- 3.18 Monday 5 August 2024: Disorder briefing note prepared for the PCC.
- 3.19 Monday 5 August 2024: Disorder discussed at scheduled meeting with the Chief Constable
- 3.20 Monday 5 August 2024: Chief Constable Craig Guildford issues the following statement:

Start

Chief Constable's update to communities across the West Midlands:

"Over the weekend, following the disorder seen across the country, it has been a busy weekend for the force where we have been undertaking business as usual in addition to supporting other forces as part of national contingency plans. This is very much a tried and tested operation and our officers helped colleagues in Nottingham, Liverpool, Rotherham and Tamworth. Thankfully there have been no injuries to our officers reported. This morning we have also sent some resources to Tamworth.

"We have been monitoring local and national intelligence since last Thursday and policed a small gathering of protestors yesterday evening in the Solihull area. I would like to thank the local mosque leadership for their support throughout this.

"I recognise that there is a tangible sense of concern amongst some communities across the West Midlands. To this end I listened to many local mosque members yesterday at our Muslim Association family day at Tally Ho. My message of support remains unchanged, in so far as, the police will deal with protestors professionally and directly. These spontaneous events only necessitate a policing response and it is very important that the police are allowed to get on with the job of keeping communities safe on behalf of the public.

"At this time, I observe that counter protests, while fully understandable, could serve to unduly stretch national resources. As your Chief Constable I underline this message as I know the gold commander is focusing her resourcing plan upon those who criminally seek to undermine the communities of the West Midlands.

"I will be meeting further local community representatives later this afternoon to ensure I can address their ongoing concerns and update them on our plans and operational activity. These plans are being developed with and alongside our region's partners and we have all the necessary resources available to keep communities safe."

Ends

3.21 Monday 5 August 2024: Statement from West Midlands Police and Crime Commissioner, Simon Foster:

Start

"West Midlands Police has worked hard over the weekend and today, alongside our communities, to prevent any of the disgraceful scenes of disorder and violence, that have plagued towns and cities across the country, in the last few days.

"West Midlands Police has offered its assistance and support to other forces, across the country and has my full backing and support, as they work tirelessly to keep us all safe and secure.

"Each and every community in our region, has the right to feel safe and secure. There is no place for division and hatred in the West Midlands. It will not be tolerated.

"I want to make it absolutely clear, that anyone who engages in disorder and violence, will face the full force of the law.

"To all residents: I strongly urge you to avoid these events and allow the police to carry out their essential duties, on behalf of the public.

"Now, more than ever, we must stand together."

Ends

- 3.22 Tuesday 6 August 2024: Video posted by a man brandishing what turned out to be a decommissioned AK-47 assault rifle, making threats against anti-immigration protesters. The video was viewed 1.4m times. The man was later sentenced to 2 years and three months in prison. A further image posted on the same day by another man with a samurai sword, again accompanied by threats against anti-immigration protestors. He was later sentenced to 15 months in prison.
- 3.23 Tuesday 6 August 2024: PCC attends online meeting with Home Secretary
- 3.24 Wednesday 7 August 2024: In line with a national operational mobilisation, WMP moves to 12 hour shifts for most Officers at 0700
- 3.25 Wednesday 7 August 2024: PCC issues joint statement with Richard Parker, West Midlands Mayor:

A JOINT STATEMENT

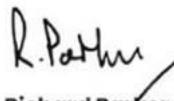
As the Mayor and Police and Crime Commissioner, we are committed to working hand-in-hand to address the recent violence which has impacted our community so greatly.

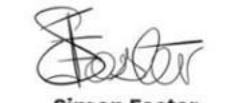
We strongly denounce the actions of the small violent minority trying to divide our communities.

These individuals do not represent our core values or those of the people who live and work here in the West Midlands. We fully support the Government in saying that those who commit violence and disorder should face the full force of the law, without fear or favour.

We will work together in our roles to challenge racism, hatred and intolerance.

We will provide support to those in need, we will nurture a robust, inclusive community in our region and together, we will work for peace, tolerance and cohesion in all of our communities.


Richard Parker
Mayor of the
West Midlands


Simon Foster
West Midlands Police and
Crime Commissioner

- 3.26 Wednesday 7 August: PCC has online meeting with Policing Minister Diana Johnson, regarding protests in the West Midlands and WMP's plans for potential future disorder
- 3.27 Wednesday 7 August 2024: Social media speculation concerning a potential anti-immigration protest at the Refugee and Migrant Centre, Frederick Street, Jewellery Quarter, Birmingham. This was one among 38 potential protest sites nationally. No anti-immigration protest takes place. Several hundred counter-protestors gather. No arrests are made and the event passes peacefully.

- 3.28 Thursday 8 August 2024: Briefing note prepared by WMP for the PCC
- 3.29 Thursday 8 August 2024: PCC meets in person with Prime Minister Sir Keir Starmer in Solihull to discuss the disorder.
- 3.30 Friday 9 August 2024: PCC meets public order officers at Park Lane police station.
- 3.31 Friday 9 August 2024: Briefing note prepared by WMP for the PCC
- 3.32 Saturday 10 August 2024: Man arrested and later charged following threats made against Tommy Robinson in an online music video
- 3.33 Saturday 10 August 2024: Additional Crown Court sitting in Birmingham arranged
- 3.34 Saturday 10 August 2024: Protest, Walsall. Passes off peacefully.
- 3.35 Saturday 10 August 2024: Protest, Birmingham City Centre. Passes off peacefully.
- 3.36 Sunday 11 August 2024: Briefing note prepared by WMP for PCC
- 3.37 Monday 12 August 2024: Disorder discussed at scheduled meeting with PCC
- 3.38 Monday 12 August 2024: PCC receives additional briefing paper on the disorder at Bordesley Green on 5 August 2024.
- 3.39 Monday 12 August 2024: 12 hour shifts end
- 3.40 Tuesday 13 August 2024: Briefing note prepared by WMP for PCC
- 3.41 Saturday 17 August 2024: Anticipated anti-immigration protest in Bull Ring, Birmingham, does not materialise. Counter-protestors assemble, but their gathering passes off without incident.
- 3.42 Monday 19 August 2024: National mobilisation ended. Policing operation moves to post incident “recovery” phase.
- 3.43 Monday 19 August 2024: Final briefing note prepared by WMP for PCC

Points of note

- 3.44 WMP maintained a critical incident command structure throughout this period, known as Operation Rootlet. Strategic and operational command meetings were held daily initially, then every 2 days, then weekly.
 - As at 24 December 2024, WMP had made 27 arrests and 14 people have been charged in relation to a total of 25 offences associated with the disorder
 - No mutual aid officers were requested or deployed to the WMP area
 - Capacity in the CPS, courts and prisons was managed and there was close liaison to ensure that those who broke the law were brought to justice quickly.
 - Throughout this period, WMP liaised with community stakeholders, MPs, and councillors to offer reassurance that violent disorder would not be tolerated and that policing plans were in place.

- WMP undertook high visibility patrolling and liaison with various organisations and premises throughout the period of tension
- WMP monitored social media and other sources of information to ensure it was aware of potential protests, producing daily intelligence summaries for planning purposes. WMP generated 361 intelligence logs during the period of heightened tension. The significant scale of online misinformation about incidents and potential protests posed challenges.
- Robust and comprehensive operational policing plans were put in place for contingencies.
- Online communication channels, such as LiveChat and social media accounts, were less effective due to the scale of online comments, primarily from anti-immigration accounts and individuals
- No live facial recognition was used in the West Midlands during the disorder, but retrospective facial recognition is a tool that is increasingly used to identify individuals involved in criminality.
- The Riot Compensation Act was not activated in the West Midlands
- 16 investigators were deployed on cases related to the period of heightened tension
- The total cost of the policing operation, including post-incident investigations, was £2,134,601.07

Local debrief

3.45 West Midlands Police has in hand an operational debrief for the summer's events. Its completion is dependent on the findings arising from the HMICFRS report and it will be completed soon now the HMICFRS report has been published.

Reflections from the Police and Crime Commissioner

3.46 The Commissioner spoke at the Lunar Society Sir Adrian Cadbury Annual Lecture on 5 November 2024 on "Managing Civil Emergencies in the Age of Misinformation and Disinformation", offering commentary on his experiences during the period of tension [as prepared for delivery]:

start

"Managing Civil Emergencies in the Age of Misinformation and Disinformation"

Good Evening Everyone.

It is a pleasure, an honour and a privilege to be here this evening.

To compliment Keith's contribution on the community perspective and by way of a curtain raiser for the Lord Lieutenant's key note speech, I have chosen to speak to you about my own recent real-life case study experience of managing a threat of public disorder, that was analogous in many respects to a civil emergency in the age of misinformation and disinformation.

This relates to events that unfolded across the country between the 30 July and 7 August this year. Now, I readily acknowledge that a lot of work was done by a lot of people and what I am about to share with you by way of a brief insight and overview, is only about the contribution I made as Police and Crime Commissioner for the West Midlands.

I was particularly mindful that the disgraceful scenes of violence, public disorder and incitement to racial hatred were causing real and serious anxiety and concerns, particularly amongst members of our Black, Asian and minority ethnic communities.

I highlight 3 key principles that informed the action that I took.

Firstly, setting clear expectations for WMP

That WMP will do all within its power to keep the people and communities of the WM safe and secure - AND that action was being taken to implement operational decisions that will achieve that objective:

For example: moving to 12 hours shifts, mobilisation of Police Support Units regionally and nationally, engaging locally via Neighbourhood Teams, with locations affected or at risk AND providing advice, guidance and reassurance.

BUT that also, importantly, business as usual policing would remain in place as well.

That at all times, policing must be conducted without fear or favour.

If people intend to engage in lawful assembly and peaceful protest, in accordance with their democratic rights, then WMP will facilitate that.

BUT if anyone engages in disorder, violence or incitement to racial hatred, then whoever they are, they will be held to account and face the consequences of their criminal activity, via the criminal justice system

That there would be no complacency, this was a dynamic state of affairs, matters needed to be kept under a constant state of assessment, reassessment and review and that would continue to be done – including having to assess and sift through disinformation, misinformation, speculation and rumours.

Secondly, providing advice and reassurance to the public:

Emphasising and reinforcing the clear message, that there is no place for division, hatred or racism and that it will not be tolerated in the West Midlands

Communicating in broad terms, the operational actions that WMP had put in place, to keep people safe and secure across the West Midlands

As far as possible, for people to avoid gathering at events, so as to allow the police to carry out their essential duties, to keep the public safe and secure

Thirdly, to engage with all relevant stakeholders, including:

The police and that included meeting with the Chief Constable: I had 3 briefings from the CC during the course of the week, in addition to daily briefings and updates from WMP, so my team and I were able to constantly monitor the position

Engaging with the general public, which because of the fast time events had to take place via the media and social media, in terms of statements and updates, including a joint statement with the Mayor. Although I did, for example, also attend a community event, organised by the WMP Muslim Police Association, that enabled me to meet with many members of the Muslim community AND I attended 2 additional community events during the course of that week as well.

This emphasised the importance of strong local partnerships that were already in place, as a consequence of long-term investment of time in relationship building, because that was not something that could have been effectively established at short notice.

I met with national leaders, for briefings on action being taken nationally and to share action being taken regionally - and that included separate meetings with the Home Secretary, the Policing Minister and the Prime Minister over the course of the week

I liaised with criminal justice partners, in my capacity as Chair of the Local Criminal Justice Board, to keep under review the need for an emergency meeting with them, to further coordinate action within the wider criminal justice system

Meeting with police officers, to thank them for their commitment and to offer my encouragement and support, for all that they were doing at that time, including a visit to the WMP C3 Operations Centre, meeting and speaking to the Silver and Bronze Command, PSU officers awaiting deployment and sitting in on an operational briefing.

And importantly, engagement with the media: that included, social media output, press releases, statements and appearances on and interviews with BBC Midlands Today, Radio WM, LBC, BBC Coventry, Free Radio and Birmingham Live.

I trust that provides you with some insight into my role in managing a recent threat of public disorder emergency in an age of misinformation and disinformation – I will be very happy to provide further information and answer questions during the Panel discussion and Q and A.

Report to the West Midlands Police and Crime Panel

Work Programme for 2024/2025

Date: 20 January 2025

Report of: Tom Senior Acting Lead for Law and Governance and Deputy Monitoring Officer, Dudley MBC - Lead Officer of the West Midlands Police and Crime Panel

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

Email: wmpcp@birmingham.gov.uk

Tel: 0121 303 1727

1 Purpose

- 1.1 This report sets out the proposed work programme of key issues to be considered by the West Midlands Police and Crime Panel ('the Panel') during 2024/25 and provides an opportunity for Members to identify further topics to be added.
- 1.2 The work programme is structured around the statutory duties the Panel must undertake and wider exploratory work that enable the Panel to scrutinise and support the Police and Crime Commissioner (PCC) decisions and actions.
- 1.3 The work programme will be updated throughout the year to enable the Panel to respond to emerging issues in a flexible and timely way.

2 Recommendations

2.1 That the Panel

- i. **Note the updated work programme at Appendix A.**
- ii. **Identifies any further topics to add to the work programme.**
- iii. **Agrees, subject to further input from the Chair and Vice-Chair, the issues that the Panel will consider in February 2025 and the proposed aims and objectives.**

3 Context

- 3.1 Police and Crime Panel was established under the Police Reform and Social Responsibility Act 2011. The Panel acts as a joint scrutiny body of the West Midlands Local Authorities with a dual role to 'support' and 'challenge' the work of the Police and Crime Commissioner.
- 3.2 The Panel must perform the following statutory functions:
 - Scrutinise the decisions and actions of the PCC

- Review and comment on the PCC's draft Police and Crime Plan and any draft variations to the Plan
- Review the PCC's Annual Report
- Review (with the power to veto) the PCC's proposed policing precept.
- Hold confirmation hearings for senior appointments (Chief Constable, Deputy PCC, Chief Executive and Chief Finance Officer), with the power to veto for the Chief Constable appointment.
- Handle non-criminal complaints about the conduct of the PCC and Deputy PCC, referring serious complaints to the Independent Office for Police Conduct (This function is delegated to the Monitoring Officer).
- suspend the PCC if they are charged with an imprisonable offence which carries a maximum term of two years or more.
- appoint an acting PCC if the elected one cannot carry out their role due to incapacitation, suspension, resignation or disqualification.
- play a role in any call made by a PCC for a Chief Constable to resign or retire.

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

3.4 The Panel must maintain a strategic focus in scrutinising the work of the PCC, rather than operational detail. The Panel does not provide oversight of the Chief Constable - this is the role of the Police and Crime Commissioner.

4 Panel Work Programme 2024/25

4.1 A well planned and timely work programme enables the Panel to consider the right issues in an informed way.

4.2 The current work programme is attached as Appendix A.

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

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

5 Member Sub-Group – Use of Information

5.1 In July 2024 the Panel established a Member Subgroup appointing Independent Member Kristina Murphy, Councillor Jackie Taylor, Councillor Izzy Knowles and Councillor Gareth Moore.

- 5.2 The sub-group will undertake a focussed piece of work to draw conclusions on the following and report back to the full Panel to consider:
- What information does the Panel need and how can it make best use of this information to fulfil its statutory duty to scrutinise the Commissioner's performance in delivering the ambitions of the Police and Crime Plan.
 - How can the Panel use performance data to inform the development of its work programme.
- 5.3 The subgroup met for the first time in October to examine in detail the performance metrics associated with the development of the new police and crime plan and consider the performance information requirements of the Panel.
- 5.4 At the 9 December 2024 meeting, the Panel received a report from the Use of Information Sub-Group that presented the work of the group that focussed on the comments developed by the Use of Information Subgroup that related to the draft Police and Crime Plan key performance indicators (KPIs).

6 Finance Implications

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

7 Legal Implications

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

8 Equalities Implications

- 8.1 The Panel has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:
- a. eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act;
 - b. advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - c. foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 8.2 The protected characteristics and groups outlined in the Equality Act are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief; sex, and sexual orientation.
- 8.3 The Panel will ensure it addresses these duties by considering them during work programme development, the scoping of work, evidence gathering and making recommendations. This should include considering how policy issues impact on different groups within the community, particularly those that share a relevant

protected characteristic; whether the impact on particular groups is fair and proportionate; whether there is equality of access to services and fair representation of all groups within the West Midlands; and whether any positive opportunities to advance equality of opportunity and/or good relations between people are being realised.

- 8.4 The Panel should ensure that any recommendations which contribute towards reducing inequality, are based on evidence.

9 Background Papers

- 9.1 [Police Reform and Social Responsibility Act 2011](#)
- 9.2 [Policing and fire governance: guidance for police and crime panels](#)
- 9.3 [Home Office Guidance - Police, fire and crime panels](#)
- 9.4 [West Midlands Police and Crime Panel – Panel Agreement \(2012\)](#)

10 Appendices

- 10.1 Appendix A: West Midlands Police and Crime Panel Work Programme January 2025

West Midlands Police and Crime Panel Work Programme 2024/25 – January 2025

Meeting Date	Item/Topic	Aims and Objectives	Additional Information and Outcome*
22 July 2024	Deputy PCC Confirmation Hearing (Statutory Task)	The Panel must hold a public confirmation hearing, requesting the candidate to appear for the purpose of answering questions relating to the appointment.	The scrutiny of senior appointments is a statutory task of the Panel . The Panel must prepare a report and recommendations for the PCC to consider.
22 July 2024	PCC Performance Update	To provide an overview of West Midlands Police performance across key areas between April 2023 to March 2024.	The report includes an update on the Engage Status of WMP requested by the Panel in February 2024.
22 July 2024	PCC Accountability and Governance Arrangements	To inform the Panel of the PCC's revised accountability and governance arrangements for the exercise of his strategic direction, holding to account and public engagement functions.	
22 July 2024	Development of the Police and Crime Plan	To inform the Panel on progress and further plans for the development of the Police and Crime Plan 2025-2029	The Panel's must schedule its review based on the development timetable. The review of the draft Police and Crime Plan is a statutory task of the Panel . The Panel must prepare a report and recommendations to the PCC to consider before finalising the Plan.
22 July 2024	Establishment of Use of Information Subgroup	To undertake a focussed piece of work to draw conclusions and report back to the full Panel on: a. What information does the Panel need and how can it make best use of this information to fulfil its statutory duty to scrutinise the Commissioner's performance in delivering the ambitions of the Police and Crime Plan. b. How can the Panel use performance data to inform the development of its work programme	Panel terms of reference approved by Panel on 22 July Membership: Cllr Izzy Knowles, Cllr Gareth Moore, Kristina Murphy and Cllr Jackie Taylor
22 July 2024	AGM Items	Panel Membership Election of Chair and Vice Chair Annual approval of Panel Arrangements and Rules of Procedure	

7 October 2024	PCC Statement of Accounts	To note the PCC accounts and seek reassurances on the accounts and audit. To provide the Panel with useful information and context to inform its scrutiny of policing precept in February.	
7 October 2024	Draft Police and Crime Plan	The PCC to present an update on the development of the police and crime plan. The Panel will examine how the draft plan takes into account local priorities, resourcing, partnerships to fulfil the plan objectives and how delivery of priorities will be measured.	The review of the draft Police and Crime Plan is a statutory task of the Panel . The Panel will formally review the Plan at a later date and prepare a report and recommendations for the PCC to consider before finalising the Plan.
7 October 2024	PCC Update on Recent Activity	Update on recent activity including published key decisions. The Chief Constable will contribute to this item and update the Panel in the recent HMICFRS decision to remove West Midlands Police from Engage Status.	
21 October 2024 (Online)	Use of Information Sub-group	First session to examine the Police and Crime Plan performance metrics	Panel terms of reference approved by Panel on 22 July Membership: Cllr Izzy Knowles, Cllr Gareth Moore, Kristina Murphy and Cllr Jackie Taylor Following the session a report and recommendations will be prepared for the 9 December Police and Crime Panel meeting.
5 December 2024	Member Visit	Visit will include a tour of the C3 Contact Centre and briefings on Neighbourhood policing and work of the OPCC. This will provide an opportunity for members to learn more about the work of the PCC and OPCC.	Members of the Panel visited the C3 Contact Centre and received a briefing on Neighbourhood policing, the work of the OPCC and the firearms unit.
9 December 2024	Report of the Use of Information Sub-Group	Report back by the Use of Information sub-group on findings and recommendations pertaining to the Draft Police and Crime Plan metrics.	

9 December 2024	Confirmation Hearing of Chief Constable	Following notification from the PCC, the Panel must hold a Confirmation Hearing to review the proposed appointment to Chief Constable and make a recommendation to the Commissioner.	This is a statutory duty of the Panel under schedule of the Police Reform and Social Act 2011
9 December 2024	PCC Activity update	To provide an update on the PCC recent activity including published key decisions.	
9 December 2024	Independent Panel Member Recruitment	To appoint a three member appointment panel to recruit to the vacant independent panel member position.	It was agreed that a four member appointment to recruit to the vacant independent panel member position be agreed.
9 December 2024	PCC Medium Term Financial Plan	To provide the Panel with useful information and context to inform its scrutiny of policing precept in February.	
20 January 2025	Review of draft Police & Crime Plan (Statutory Task)	The PCC to present the draft police and crime plan. The Panel will scrutinise how the draft plan takes into account the local priorities, resourcing and how delivery of priorities will be measured.	This is a statutory duty of the Panel. The panel must publish and report and recommendations for the PCC to consider
20 January 2025	Lessons learnt from violent disorder in Summer 2024	To understand the actions and activities of the Police and Crime Commissioner in the immediate response to the violent disorder in Summer 2024 and to identify any lessons learnt from a prevention, collaboration, community safety and criminal justice perspective.	
20 January 2025	Member briefing on police finance and budget	To provide Panel members with briefing information about police finance and the funding settlement to prepare for the statutory duty to review the proposed precept in February.	
3 February 2025	PCC Proposed Policing Precept 2025 and budget. (Statutory Task)	Formally review the proposed policing precept 2025 and make a recommendation to the PCC.	This is a statutory duty of the Panel. The Panel has the power to veto the proposed policing precept. If this happens, the PCC will present a revised precept to Panel on 19 February 2024.
3 February 2025	PCC Update on Recent Activity	To provide an update on the PCC recent activity including published key decisions.	

3 February 2025	Proposed item PCC Annual Report 23/24	The panel must invite the PCC to attend a public meeting to scrutinise the annual report setting out progress on meeting the priorities of the Police and Crime Plan during the financial year and consider how the Annual report can be developed.	This is a statutory duty of the Panel. The Panel must publish a report and recommendations for the PCC to consider
17 February 2025	<i>PCC Proposed Policing Precept for 2025/26</i>	<i>Formally review the proposed and revised precept</i>	<i>Provisional meeting date – if the proposed precept was vetoed on 3 February 2025. The Panel does not have a second veto.</i>
24 March 2025	Annual report on Complaints received by the Panel	The Monitoring Officer presents an annual report on the Panel's delegated complaints handling duties.	Annual Report of the Lead Panel Officer
24 March 2025	Panel Budget and Expenditure	To consider and approve the total budget and expenditure of the West Midlands Police and Crime Panel	Annual Report of the Lead Panel Officer.
24 March 2025	PCC Update on Recent Activity	To provide an update on the PCC recent activity including published key decisions.	
24 March 2025	Item – TBC		

Menu of Options for Future Consideration

The Panel is invited to identify potential topics for future consideration. This approach enables the West Midlands Police and Crime Panel to remain flexible and respond in a timely manner to emerging issues. This is a live work programme. New items may be added, or items removed during the course of the year. Proposed aims and objectives may also be subject to change.

Meeting Date	Item/Topic	Aims and Objectives	Additional Information and Outcome*
To be programmed	Use of Information Sub-group	Additional sessions to be scoped and timetabled in line with the agreed terms of reference	Members: Cllr Izzy Knowles, Cllr Gareth Moore, Kristina Murphy and Cllr Jackie Taylor
To be programmed	Suggested Topics for Work Programme	Items to be scoped to demonstrate aims and objective before scheduling on work programme <ul style="list-style-type: none"> • Local high streets, tackling anti-social behaviour and business crime. • Appropriate adults and support to those questioned by the police. 	Invitation to the Stop and Search Consortium to be organised.

		<ul style="list-style-type: none">• Stop and Search.• Neighbourhood Policing.• Road safety.	
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