



STRATEGIC POLICING AND CRIME BOARD
February 3rd 2015

Performance against the 2014/15 Milestones and Deliverables in the Police and Crime Plan

PURPOSE OF REPORT

- 1. This report outlines the performance against the milestones and deliverables that contribute to the 10 strategic outcomes set out in the 2014/15 Police and Crime Plan.

EXECUTIVE SUMMARY

- 2. Following the second ever lowest year of total recorded crime the Force has started 2014/15 well with similar levels of offending to last year and continues to record lower crime levels than its peers with high data integrity. Significant reductions have already been seen for burglary dwelling and robbery and the reoffending rates are the best in the country. Levels of confidence have improved as has feelings of safety. The force continues to prioritise encouraging reporting from vulnerable victims.

BACKGROUND

- 3. The Police and Crime Plan 2014/15 sets out a variety of milestones and deliverables under the following objectives:



4. Progress against the milestones and deliverables will be reviewed periodically throughout the year and presented to the Strategic Policing and Crime Board. This report provides an overarching view of the position regarding the Police and Crime Plan objectives. The Board will also receive individual reports on specific issues during the course of its business

MILESTONES AND DELIVERABLES

Improving public confidence in policing

Implement the stop and search action plan influenced through summits and other local consultation

Lead ACC Operations – Quarterly

5. The joint WMP / OPCC Stop and Search Action Plan continues to be subject of public consultation, following the initial Stop and Search Summit hosted by the Police and Crime Commissioner on 20th September 2013.
6. Ten local Stop and Search Scrutiny Panels are now in operation across the West Midlands, meeting quarterly and following a standardised agenda. Dip sampling of Stop and Search records take place during the meetings to ensure transparency around the process and to quality assure such records. Agendas, minutes and dates of future meetings are subsequently published on the PCC's website, to ensure the wider community are reached.
7. The Scrutiny Panels now also meet collectively twice yearly at a Stop and Search Commission hosted by the PCC, whereby on-going progress around the Stop and Search Action Plan is measured and discussed. The first Commission took place in July 2014, followed by a recent Commission in December 2014.
8. Further, receipts issued as part of the new WMP electronic Stop and Search recording system (eSearch), encourage members of the public who have been subject of Stop and Search to provide feedback around their experience, via a QR code and link to the PCC's website which is contained on the receipts. Feedback is then reviewed by the Force Stop and Search Bronze lead, before being forwarded to Local Policing Units for further action where required.
9. The processes referred to above ensure any issues which might impact on the successful evolution of the joint Stop and Search Action Plan, are identified and addressed at the earliest opportunity.

Encourage the reporting of crimes and incidents that are under-reported

Lead ACC Local Policing – Quarterly

10. In July last year, we commenced Operation Sentinel, which ran for a period of 6 months.
11. The initiative was aimed at enhancing the service provided by West Midlands Police and its partners to victims across the force area, who remain hidden and silent for a number of reasons. These reasons can include mistrust of statutory agencies, fear for personal safety and the influence of family, cultural beliefs and behaviour.
12. Sentinel was really impactful in terms of raising awareness of these issues, both internally within our own Police Family and also with external partners but most importantly, within the communities we serve. Sentinel focussed upon:
 - Domestic abuse
 - Child sexual exploitation

- Human trafficking (which is now referred to as Modern Day Slavery)
 - Forced marriage
 - Honour-based violence
 - Female genital mutilation
13. In commencing Sentinel for a second time we want to ensure that we involve our partners from the beginning. We recognise that sustained partnership will help us to unlock doors that are currently closed and to build confidence amongst communities in our collective capability.
 14. It is hoped that by working together with our partners and our communities with the drive of Sentinel, that we can we strengthen our response and reduce the number of victims of these abhorrent and heinous crimes that are occurring today, behind closed doors within the West Midlands. Only by working together to forge ideas, strategies and commitments to empower those victims who haven't got a voice, can we defend their rights and safeguard them from harm.
 15. With these aims and ambition in October we launched Sentinel once again to partner agencies to consult with them and galvanise action.
 16. We will be building on the success of the last initiative and incorporate other strands of:
 - Child Abuse;
 - Rape;
 - Serious Sexual Assault;
 - Prostitution.
 17. Other areas that can be under reported such as business crime and low level violence have also seen increases and are discussed later in this paper.

Continue to ensure the accuracy and integrity of incidents reported as crime

DCC – Quarterly

18. In May 2014 West Midlands Police were subject of a Her Majesty's Inspectorate of Constabulary (HMIC) inspection / audit in respect of Crime Data Integrity.
19. HMIC has therefore undertaken a programme of work over a number of years to test aspects of whether crimes are being recorded by the police when they should be, and categorised correctly. Some of this work assessed accuracy in recording particular crimes, and some was concerned with particular aspects of the crime and incident reporting process. (Source – HMIC online which is available at: <http://www.hmic.gov.uk/programmes/crime-data-integrity/>)
20. The data audit was undertaken over a two week period and this was followed by a series of interviews, focus groups and reality testing. The reality testing included unannounced visits to police stations, Force Contact Centre, Public Protection Units, Crime Service Teams and a random selection of business premises in Birmingham City Centre.
21. In addition to the data audit HMIC examined:

Leadership and Governance

- What arrangements does the force have at a senior level to ensure there is confidence in recorded crime figures and all aspects of the Home Office Counting Rules?

Systems and Processes

- What systems and processes are in place to ensure that; crime is correctly recorded in accordance with the Home Office Counting Rules and National Crime Recording Standards?

People and Skills

- Does the force have staff whose conduct and skills ensure accurate crime recording?
22. The forces performance will be addressed in the final national report scheduled for autumn 2014. Interim feedback indicates there are appropriate governance arrangements, strong leadership and effective audit and compliance processes in place. The recently introduced Crime Service Teams (CST) has brought clarity and rigour to the recording of crimes. The Force Crime Registrar (FCR) is well respected, supported and accepted as the final arbiter for all crime recording issues.
 23. The main areas of HMIC concern relate to;
 - The inspection found no integrity issues in relation to the reporting of rape offences. The only concern is the late recording of the crime
 - The recording of crime and the use of non-crime categories in the Public Protection Units (PPU)
 - A lack of understanding of additional verifiable information (AVI) in relation to No Crimes
 - A potential under recording of crime in relation to making off without payment and shoplifting offences

24. Those areas for development were welcomed by West Midlands Police and will be subject of further scrutiny to improve service delivery.
25. The following summarises the key findings of the audit:

Incidents / Directly Recorded Crimes

- 491 reports were examined (341 incidents, 100 directly recorded crimes and 50 dip samples)
- From the 341 incidents 332 crimes should have been recorded from those incidents. The force recorded 328 which equates to 98% compliance.
- From the 100 directly recorded crimes 124 crimes should have been recorded (this represents multiple crimes occurring on occasion). The force recorded 121 crimes which equates to 98% compliance.

No Crime

- 92 cases classified as 'No Crime' were examined as follows;
 - 30 rape crimes 24 were 'no crimed' correctly - 80% compliance rate
 - 31 robbery crimes 25 were 'no crimed' correctly - 80% compliance rate
 - 31 violent crimes 21 were 'no crimed' correctly - 67% compliance rate
26. The above quoted data will be subject of full moderation before the publication of the final report.
 27. The percentages recorded correctly demonstrate a good standard of crime data management but the aspiration through working on areas of development is to achieve a 100% compliance rate. In relation to areas for development the force will focus upon 'no crime' processes. Detective Chief Superintendent Graham (Head of Force Intelligence) is planning a series of improvement workshops for Detective Chief Inspectors to address some of the development issues and build upon evident good practice.
 28. West Midlands Police has a low 'no crime' rate. This is evident when 'no crime' rates are compared to our Most Similar Force (MSF) cohort. The below data is drawn from government data and a West Midlands Police analytical product that has compared crime data across the MSF cohort.

Creating stronger partnerships

Improve engagement with health, business and non-traditional partners with a view to reducing harm and partnership demand

Lead DCC – Quarterly

29. Phase 1 evaluation shows promising outcomes-based results and represents an holistic way of tackling the high cost of dependency. Evidence gathered to date both nationally and across the WMP local Authority areas by way of case study and broad financial assessment, indicates that the Troubled Families Programme has already improved outcomes for families and impacted positively on policing.
30. Phase two of the Troubled Families Programme is due to be formally adopted nationwide on the 1st April 2015, albeit all but one of the West Midlands Police Force Area Local Authorities have been early adopters rolling out phases two in either September 2014 or January 2015.
31. Phase two expands the criteria by which a family can be included in the programme allowing for more local discretion and flexibility. It is expected that every family will have at least 2 of the six headline problems:
 1. Parents or children involved in crime or ASB
 2. Children who have not been attending school regularly
 3. Children who need help
 4. Adults out of work or at risk of financial exclusion and young people at risk of worklessness
 5. Families affected by domestic violence and abuse
 6. Parents and children with a range of health problems
32. Phase two affords an opportunity to influence the Troubled Families cohort to better reflect some of the more challenging families whom the police regularly encounter owing to crime, ASB and vulnerability as well as those involved in organised criminality.
33. Owing to the data demands experienced in phase one and the foreseeable increase in this demand moving in to phase two (nationally the number of Troubled Families will rise from 120,000 to 520,000) the Strategic Intelligence Dept have been working to develop automated data retrieval form Force systems which will help inform both the identification of families and so too the progress partner activity is having on families adopted into the programme.

Further develop evidence-based policing linking with the College of Policing, universities and other forces

Lead ACC Beale– Quarterly

34. Collaborations continue with Universities and as such WMP are regularly being approached to collaborate or work in partnership on a series projects. Some of these projects include:
 - Working with Warwick Manufacturing Group (Warwick University) with FCID and FSI. Using 3D scanning techniques of murder scenes and victims to recreate the actual body or scene itself, which in turn could be used at court to show juries a 3D model or assist in the identification of missing body parts.

- Working with the Behavioural Insights Team via The Dawes Trust to test the effectiveness of different interventions with Cybercrime/Mobile Phone Crime/Police Efficiencies and Interventions. Six small simple tests to reduce crime and improve service delivery in these areas.
 - Liverpool University – Merseyside/WMP and Cheshire Police to test new software regarding high risk missing persons. Merseyside and Cheshire will run the new software, WMP will be involved as a control Force to compare how we would currently investigate a high risk misper verses the new software within Cheshire/Merseyside. The software runs within COMPACT (missing persons data base) which is also used by the other two forces.
 - Through the College of Policing – To rebalance intelligence, review current practice, create keynote speaker events (now underway). Develop a new master’s degree course in intelligence (approved by ACC Beale 09/01/15 through the Universities of Liverpool Hope/Portsmouth/Leicester/Birmingham and Buckingham)
35. Regular contact is being maintained throughout the College in the context of Evidence Based Policing (EBP).
36. Internally all WMP Inspectors and sergeants will receive an input on EBP via the mandatory training days. This is currently being delivered now until early March. Ongoing contact through the use of the Society of Evidenced Based Policing to other Forces is ongoing, best practice being shared.
37. ACC Beale continues to chair every three months academic research boards to approve/disapprove strategic projects or research. The attendance has grown to include WMP Legal services, procurement Department, Human Resources, finance and business transformation. The purpose being to have a more structured path to highlight positive results and a way of incorporating into daily business, through strategic tasking for the Deputy Chief Constable to mandate and authorise as appropriate.

Explore opportunities to improve the response to serious and organised crime including working collaboratively with regional forces and the National Crime Agency
Lead ACC Crime – Quarterly

38. Please see NCA and ROCU updates later in paper

Work with safeguarding partners to improve the outcomes for vulnerable people
Lead ACC Local Policing/Crime - Quarterly

39. This is ongoing, business as usual within Public Protection. A bespoke DA course has been created which all offices will attend, regardless of if they have previously worked within a DA department. This course outlines the expectation of each officer and includes several inputs on safeguarding contained within presentations from both police personnel and partners.
40. DA Offender Managers have also been created within the PPU, whose direct focus on perpetrators’ and work with partner agencies, will improve safeguarding for victims.
41. The Force Vulnerable Adult hub continues to improve partnerships and streamline processes within local authorities. They are being proactive in implementing the Care Act 2014 which will become statutory in April 2015 in particular around preventing abuse of Vulnerable Adults within the West Midlands area. Their work includes internal and external training and very close partnership working with Local authorities and the Care Quality Commission.

42. D/Supt Tim Bacon continues to lead and will implement the recommendations from the HMIC report for Child Abuse, where there are clear directions regarding partnership working. This piece of work will be contained within the next PPU newsletter.

Ensure we work with partners to effectively manage the risks associated with the emerging national Transforming Rehabilitation strategy, where offenders are managed in the community

Lead ACC Local Policing – 6 monthly

43. WMP were invited by the Ministry of Justice to take part in the Competition Advisory Panel, influencing the local criteria on which bidders were judged. This group is being replaced by a Local Advisory Panel soon to oversee monitoring of the contract and it is anticipated WMP will again be invited to be part of this governance group.
44. The Reducing Reoffending Partnership (RRP) have held a first formal stakeholder event which was attended by senior officers on 8th January 2015. Finer detail of the RRP / CRC operating model is yet to emerge but Integrated Offender Management staff are now engaging with RRP's implementation team and the CRC to develop joint practices, including 'new' business such as resettlement.
45. In addition, it is anticipated the RRP Partner and Stakeholder Board being established under the Chief Executive will have a seat for WMP. RRP formally take over CRC on 1st February, assuming full operational responsibility 12 weeks after that.

Developing greater local identity across the West Midlands

Tackle locally identified concerns such as anti-social behaviour, speeding, inconsiderate parking, off road motorbikes, drugs, vehicle crime and burglary.

ACC Local Policing - Quarterly

46. Residents of the West Midlands were given the opportunity to have their say about policing and the key community safety issues in their local neighbourhood by completing a short online survey which was designed to capture what residents of the West Midlands want their local officers and other agencies to focus on in their area.
47. The report explored the top three issues in neighbourhoods, the importance of issues and the best ways to consult and keep our communities informed for 2,152 residents from across the Force who responded to the survey. This is an increase of last year's return of 2,041. The consultation is part of an ongoing programme to consult with members of the public across West Midlands Police in order to provide us with an important benchmark.
48. Respondents were asked to select their top three issues in their neighbourhood. A total of 494 respondents, almost six in ten (59.0%) put burglary as the number one issues across the force for a second year running. This was followed by speeding as the second issue and inconsiderate parking as the third issue.

Improve diversity throughout the Force, through recruitment and development opportunities, to better reflect the community

Lead Director of Resources – Quarterly

49. The current Police Officer recruitment process has seen a number of initiatives in place. Example of events include the design and delivery of "Discovery days", specifically for BME applicants, awareness sessions that include knowledge of WMP (Skills, Values, competency requirements) and to prepare individuals for assessment process. In addition, individuals have been "buddied" with existing officers to act as support throughout the process.
50. The involvement of community partners in the selection and final interview phases has also been introduced, with the appointment of community panel reps at interview stage. Training around "unconscious bias" has also been delivered to those involved in recruitment interviews and WMP Diversity champions.
51. The Programme of Marketing as part of phase 1 recruitment is being evaluated, with a view to developing a more targeted approach for the 2nd and 3rd phases of Recruitment. Positive action has taken place within the current apprenticeship intake, through targeted marketing in communities with high BME Representation.
52. An annual programme of internal positive action initiatives are in place to support police officer candidates applying for promotion, which includes specific events covering organisational expectations at each rank, assessment centre preparation and access to role models.

Delivering better value for money

Implement invest-to-save schemes that enable more efficient working practices

Lead Director of Resources – Quarterly

53. Current work is on-going to the Central Birmingham Estate with the infrastructure build within cost, the Contract award having been authorised by the PCC and enabling works having commenced. WMP are also on track towards vacant possession of Civic House.
54. The two custody blocks being built are on program within the timeframes and cost envelope. The Black Box trial, project and meetings continue.
55. A Framework template for planning and costing training has now been developed in collaboration with other forces and is being piloted in WMP. Technological enablers to improve efficiency and effectiveness of training delivery have also been identified and will be considered.

Develop a work force that meets future needs

Lead Director of Resources – Quarterly

56. The first intake of new recruits commenced at the start of October 2014. The next intake of new recruits is scheduled for February 2015.
57. Succession plans have been received from all Departments and LPUs. A panel has reviewed all police officer roles with a further moderation panel scheduled to review police staff roles, following which an identified schedule of critical roles and individuals will be prepared.
58. Discussions with managers are occurring to identify specialist development training requirements and those not available in-house will be sought via external providers.

Develop people who are capable and effective in delivering their roles

Lead Director of Resources/ACC Beale – Quarterly

59. A workforce strategy is currently in development, alongside a Leadership and management systematic strategy scoping process that incorporates Performance Management, Succession planning, talent management, training and talent tracking.
60. Work is also taking place to link the purpose and operation of the Electronic Development Review (EDR) scheme with the wider performance management framework, as part of 2020 Blueprint. Work is also progressing to develop a more effective reporting capability to analyse EDR completion rates.
61. In support of developing people, over the last 12 months there have been 6 Continuous Professional Development (CPD) events delivered that have covered 38 separate subjects. Over 900 students have attended, 91.8% of attendees state the CPD event has been beneficial to their role.
62. The Force will also continue to design and deliver future focused Training and Probation for new recruits to diploma level, meeting College of Policing curriculum requirements and priorities.

Improve productivity of staff and assets

Lead Director of Resources – Quarterly

Staff

63. A new approach to the management of attendance is being developed, with Managing Attendance Panels being introduced in November 2014. These will be supported with attendance action plans being prepared for individuals.
64. Although a range of performance indicators are regularly reported to Command Team and PCC, further KPI's are in the process of being developed and reported in line with LPU and Departmental Strategies. The process for reporting these performance measures across a variety of audiences is also being developed. This will enable the identification of areas where improved productivity can be targeted. This will then lead to appropriate training and staff development, linking performance to objective setting.
65. There are plans to work with Management teams to minimise wastage via cancellations and non-attendance at training courses through monthly individualised and comparative reporting.

Assets

66. A requirement to see a Reduction of Fuel bunkers has been achieved.
67. The “Telematics” project to measure WMP Fleet utilisation is still in the scoping stage but has been identified by Accenture as a key enabler going forward.

Demonstrating the Force's commitment to social responsibility

Increase the involvement and work with voluntary, third sector and community partnerships in priority areas helping to keep crime down

Lead ACC Local Policing - Quarterly

68. Lead officers for WMP have met with the Accenture blueprint team to present the methodology and learning from Priority Areas. This approach to partnership working in high demand localities, will now influence the development of any revised model for neighbourhood policing delivery. A best practice event, covering Priority Areas, was held on 26th January 2015. This event, involved communities, partners, Accenture and the police family and focussed upon best examples of collaborative practice which reduce harm and improve quality of life in local communities

Introduce apprentice schemes in areas of policing where this can be supported

Lead Director of Resources – Quarterly

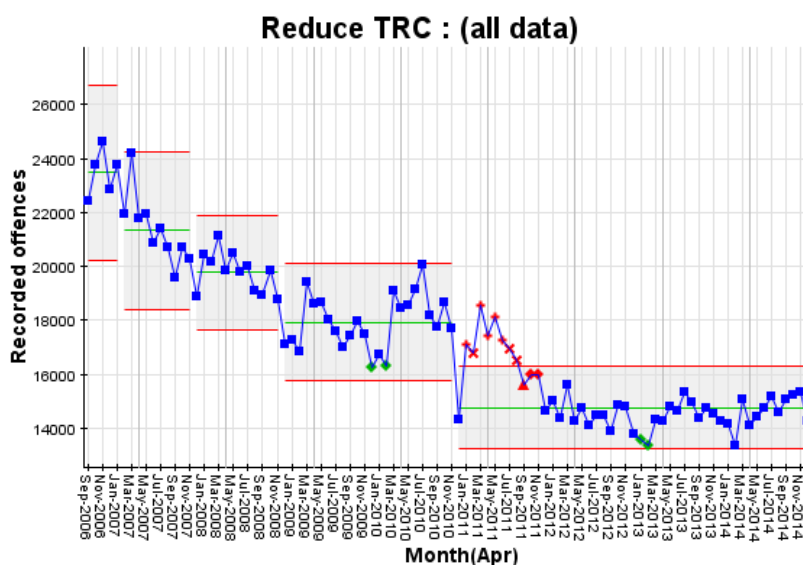
69. A Trainee scheme, which will lead to the appointment of apprentices, has recently commenced. The 1st group of 5 trainees are currently on a 4 week placement in Shared Services and a further group started in December 2014.
70. Nationally, Apprenticeship roles were due to be advertised in January 2015.

Reduce crime and offending

Strive to have our lowest ever crime levels

Lead ACC Local Policing/Crime – Monthly

71. A numeric milestone has not been set for 2014/15 however the Force is committed to achieving its lowest ever crime levels.
72. Total Recorded Crime (TRC) is 0.9% higher year to date than in 2013-14. The monthly volume remains stable, at an average of 14,771 offences (as of 12.01.15).



73. The WMP area continues to record fewer crimes per 1,000 residents than that of its most similar force areas.

Encourage the reporting of crimes from vulnerable victims, such as those subject to domestic abuse, hate crime and sexual exploitation

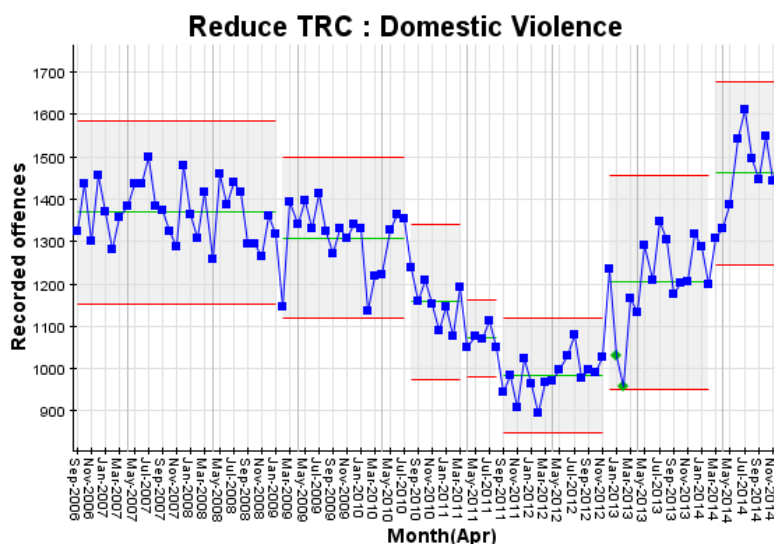
ACC Local Policing/Crime – Monthly

74. Sentinel is now its fourth month, with its focus on Forced Marriage (FM) and Honour Based Violence (HBV). The Force have invested in further training for PPU staff from the national Charity, Karma Nirvana and a bespoke HBV/FM risk assessment, which will be cascaded via Supervisors training days in April 2015, with the aim that all staff who have contact with the public will be able to identify FM/HBV incidents and use the risk assessment. Corporate Communications have also assisted with an internal campaign to raise awareness of FM/HBV and an external campaign which includes a focus on the link between forced marriage and disability. A competition will also be launched at the end of the month aimed at young people encouraging them to make a video about what forced marriage means to them, with the aim of bringing about cultural change.
75. A summary of the evaluation so far of Sentinel is below:
 - 667 separate activities have been undertaken across **all** of the Sentinel theme areas in relation to all of the strategic aims across all LPU's
 - Majority of the activity has been in relation to the Child Sexual Exploitation, Domestic Abuse, Female Genital Mutilation and HBV/FM theme areas
 - Main activity types have been education/training, partnership engagement, joint working with partners and intelligence gathering

- Large increase in intelligence reporting e.g. 9 times the amount of CSE intelligence has been submitted in Oct/Nov 2014 compared with Oct/Nov 2013
- Increased reporting of crimes and non-crimes for CA, CSE and FGM:
 - Average CA non-crime recording levels have doubled since September 2014
 - CSE crime recording levels are now roughly twice above the average for October and November 2014
 - Average CSE non-crime recording levels are now roughly 8 times higher than those recorded prior to July 2014
 - FGM non-crime recording levels are now six times above the average recorded prior to April 2014 (now averaging 12 per month)

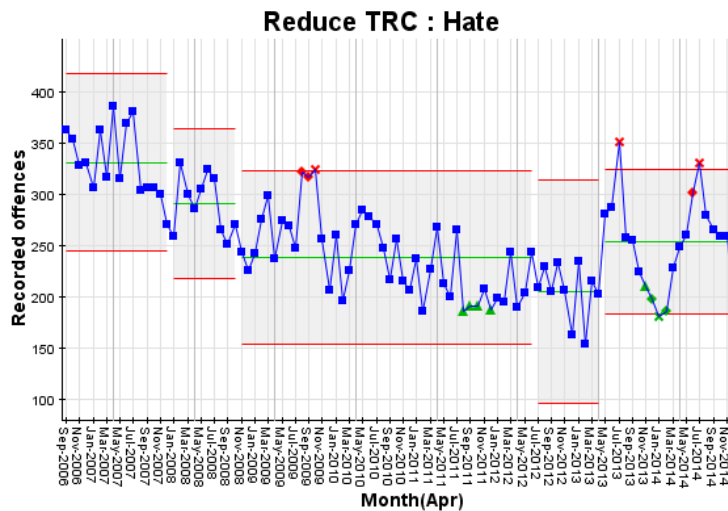
76. Sentinel has brought significant changes to raising awareness to CSE and how we deal with it. A number of Operations aimed at taxis and hotels have been undertaken across the Force and improvements are also being created to our technology and intelligence systems to help us further tackle this. There is also now a regional strategy and a strong media campaign to raise awareness of this abuse and a real focus on offenders.
77. Sentinel has also succeeded in raising awareness of other hidden crimes such as Faith and Belief based abuse, particularly with children and disability. On April 21st 2015, the Force will be holding a Faith and Belief based abuse conference at Tally Ho for partners with the aim to galvanise action across the region, to prevent this harmful practice.
78. On May 12th 2015 there will be a further Sentinel partners event at Tally Ho to bring partners together once more to feed back what we have achieved and to forge the 'next steps'.

Domestic Abuse



79. The Force has experienced a consistent increase in the recording of Domestic Abuse (DA) crimes since May 2014. This increase in recording has mainly centred on those areas on the Western side of the force. DA recording peaked to unprecedented levels in July putting additional pressure on the newly formed Service Transformation Teams.
80. The new average of 1460 crimes per month is believed to be the new base line for DA crimes.

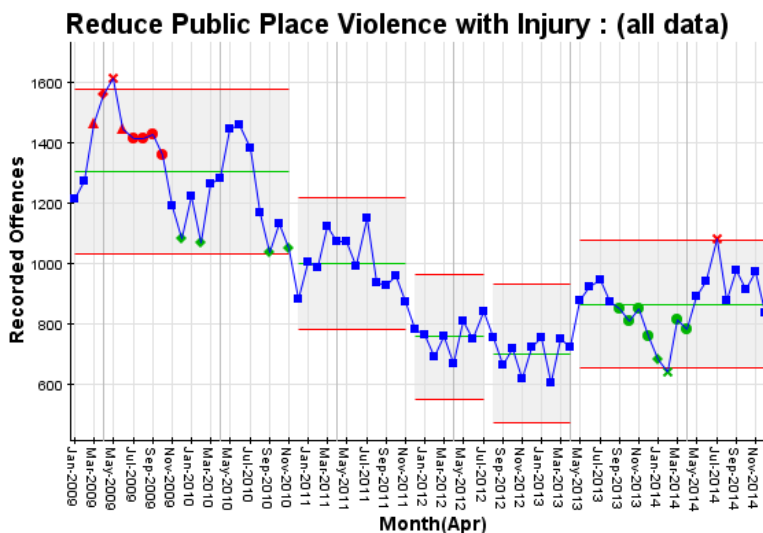
Hate Crime



- 81. Year To Date (YTD), recorded hate crimes are stable and 7.5% higher than in 2013/14. December 2014 was well below average but higher than December 2013.

Reduce public place violence by 5 per cent

- 82. Public Place Violence with Injury levels are showing an increase compared to last year (+7.8% or 531 more offences), however levels have been stable apart from this July where there was a significant increase.



- 83. There is a focus for the Force to improve its delivery and create a position by which the Force will move towards the World Health Organisation Violence Reduction Alliance.
- 84. The recent establishment of the Violent OM group should target the highest level of offending behaviour through DA and other violent crimes however; much needs to be done to manage the relationship to improve outcomes.

- 85. A Strategic Violence Board is being established to bring together each of the thematic leads within the force.
- 86. A Tactical Board will be established which will drive activity at a local level. The proposal is that the group will meet monthly and a review will take place after Force Daily Management Meeting on Tuesdays to ensure that the propose activity has been conducted and lessons across the Force can be learnt quickly.

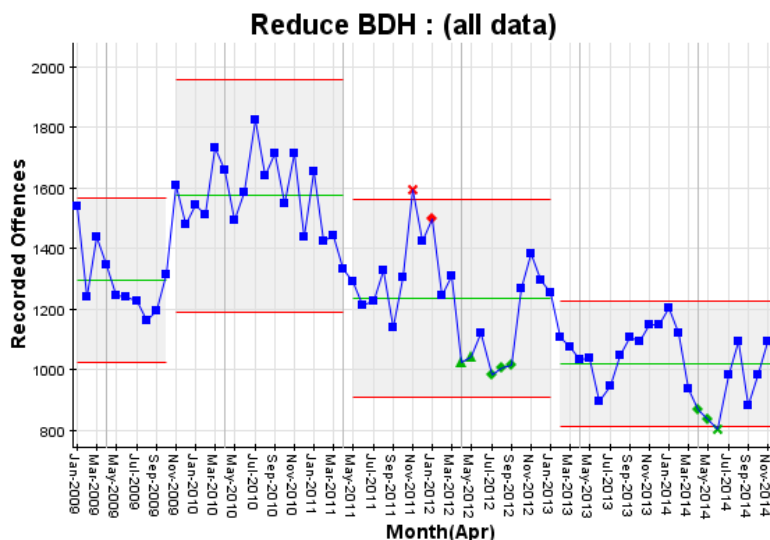
Violent Crime Reduction Plan

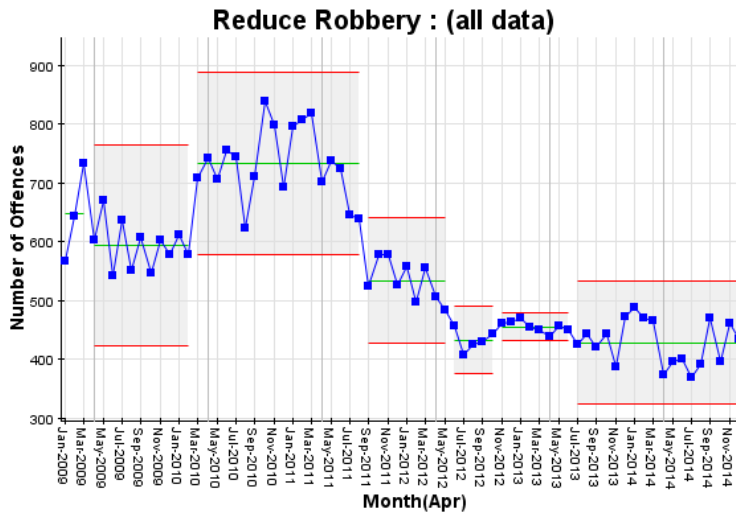
- 87. This new approach seeks to answer;
 - Why do we lose victims or witnesses in prosecutions?
 - What happens to offenders through the Criminal Justice System?
 - How does drug, alcohol and mental ill health contribute to violent offences?
- 88. The overarching plan will be the implementation of a 90-day action period with the purpose of;
 - Controlling primary and secondary violent offences and bringing offenders to justice
 - Utilising A&E data to drive effective interventions
 - Develop a wider understanding of the impact factors for improving satisfaction and trust and confidence with violent offending
 - Develop an improved model of offender management with key opportunities around Domestic Abuse, football related violence, gang related violence and the Night Time Economy.

Reduce property-related crime, with a focus on burglary (reduce by 2 per cent), robbery (reduce by 5 per cent), thefts relating to vehicles and business crime

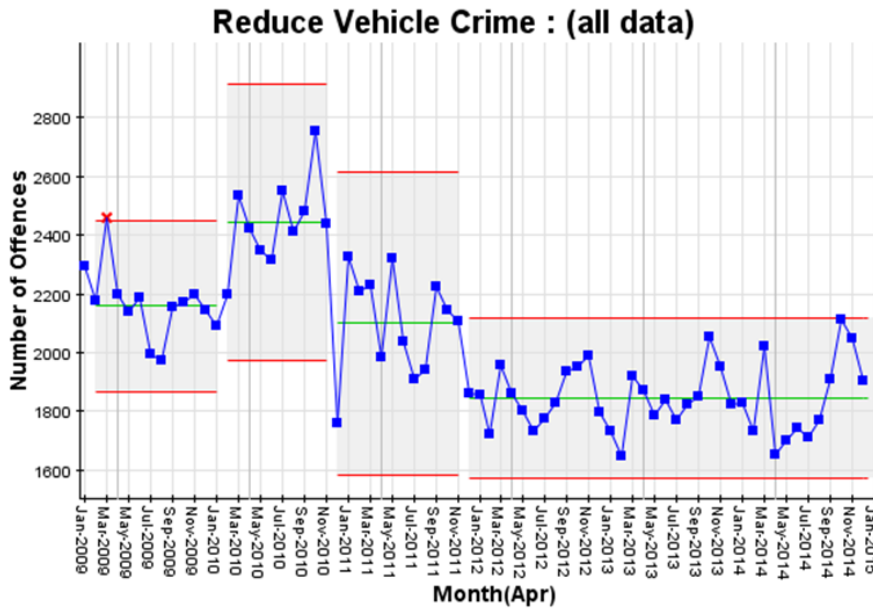
Lead ACC Local Poling/Crime – Monthly

- 89. Burglary and robbery are both significantly reduced year to date. Robbery is seeing a reduction of -6.4% (262 fewer offences) and burglary dwelling offending is -9.2% lower than last year with 908 fewer crimes.



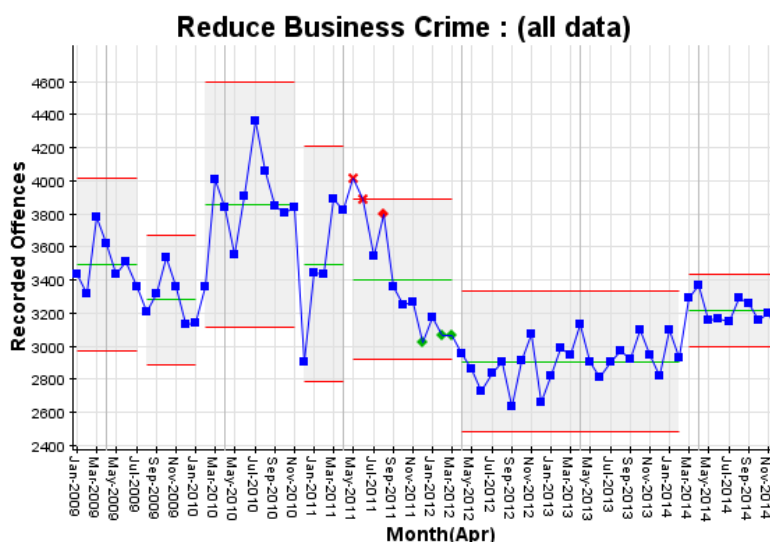


90. Vehicle Crime is also slightly lower than 2013/14 (-1.3% or 233 fewer victims). Vehicle Crime is a driver of TRC and contributes towards 12% of overall crime.



91. Overall business crime is increasing by 8.5% or 2,341 offences and contributes just over a fifth of total crimes.

92. Current levels have been stable and within normal variation, at an average of around 3,200 crimes per month.



93. The biggest proportion of business crime is theft shops and stalls, accounting for 43%. This has increased compared to 2013/14 (7.0%) and saw a step change up in recorded offences. The other increase in Business Crime has come largely from make off without payment ('bilking') offences, which have increased by 25% YTD.

With partners, tackle the locations and people that contribute the highest crime levels and demands on public servicesU

Lead ACC Local Policing – Quarterly

Ethical Demand Reduction

94. In October 2014, the Force agreed to implement a model of ethical demand reduction (to roll out across Local Policing Units (LPUs) in January 2015) in order to respond to the on-going challenges of austerity, changing and increasing public expectations and future changes to West Midlands Police workforce sizing.
95. This is in common with many of our partners, where effective demand management and ethical demand reduction is becoming increasingly important for organisational and operational effectiveness. It also recognises that we must become more preventative and less reactive in the way that we deliver services.
96. The model is fully aligned with the ambitions of WMP2020, our Force values, vision and strategy and is designed to improve service delivery and reduce harm and vulnerability in our communities.
97. The methodology has a firm evidence basis and builds on research completed with Cambridge University on Birmingham South LPU, around directed patrol and within recent comparisons between Birmingham North and Wolverhampton LPUs as pilots in deploying the broader demand reduction model.
98. West Midlands Police is the first Metropolitan Force in the UK to implement an integrated model of demand reduction and is closely aligned with demand reduction work within Force Contact Department.
99. The emphasis on maintaining Policing ethics within the area of demand reduction is an important one. Much of what we do has little to do with crime and disorder and yet supports Police legitimacy and public trust and confidence, for example within areas of public welfare, mental health and road safety.

100. The ethical demand reduction model is framed around five interdependent areas:

Understanding Location Demand

Supported through existing IT systems, Corvus, Location Profiles and mapinfo searches. LPUs are now able to more accurately define the locations, organisations and individuals that create the highest levels of demand for our services. This requires the implementation of control plans (in most cases these will involve multi agency/ partnership working) in order to reduce harm, solve problems, protect the most vulnerable and thereby reduce demand for services.

Deployment and Patrol Tactics

In support of addressing high demand locations and based on two years of crime and disorder analysis. This involves directed, visible patrol and problem solving by Neighbourhood Policing teams and is based on research conducted with the Force by Cambridge University.

Prevention, Partnerships and Problem Solving

This involves what it is we are asking LPUs to do and includes adjustments around culture and a move away from random patrol, rapid response and reactive investigation.

Predictive and patterning analysis

The future facing part of the model aligns with predictive principles of policing and advanced understanding of where and how demand is likely to occur. Much of this is currently based around professional judgement by analysts based on existing data. Increasingly, computer modelling will support this concept with greater accuracy. It also emphasises the journey around technology reform and the use of mobile data.

Leadership and effective governance

It is key that LPU teams are accountable for ethical demand reduction and that the force is able to properly measure the effectiveness of outcomes. This involves embedding demand reduction within our existing local and force level tasking and performance frameworks.

Better protecting people from harm

Working with partners reduce the harm caused by gangs and organised crime groups by continuing to target them

ACC Crime – Quarterly

101. Through Project Concord West Midlands Police (WMP) continue to develop our understanding of the threat posed by organised crime and co-ordinate our approach to tackling the threat with other law enforcement and partner agencies.
102. West Midlands Police have now produced a new Serious and Organised Crime Strategy, based on national guidance and best practice identified in other areas of policing. In line with this strategy, Force CID have restructured to create dedicated prepare, prevent and protect teams to ensure a more holistic approach to reducing the threat, and resource requirements, arising organised crime groups.
103. WMP Police have now secured home office funding from the Home Office to design and implement an evidence based Prevent Strategy for 2015 / 2016. This strategy will involve working with the University of Cambridge and Catch 22 to develop three separate programs aimed at diverting individuals away from organised criminality. Each program will be delivered to 200 individuals over a 18 month period and a cost benefit analysis of each treatment will then be conducted to inform future policy decisions.

Reduce the harm caused by extremism by continuing to target them under the local and national strategy in partnership

Lead ACC Security – Quarterly

104. In August 2014, the threat level for International Terrorism was raised to **SEVERE - an attack is highly likely**. The increase in threat level has been driven by the significant and growing threat linked to Syria and Iraq and this now dominates the investigative landscape in the region, representing a significant proportion of current casework.
105. Investigations focus both on preventing travel to countries of Counter Terrorism (CT) concern, and to understand the activity of individuals that have already travelled and are suspected to be involved in extremist activity.
106. West Midlands Counter Terrorism Unit (WMCTU) hosts a Regional Protect and Prepare Board, bringing together the region's ten emergency services and supporting partners to ensure that the strategic objectives of Contest's Prepare strand are delivered. A regular briefing to strategic leads ensures cross-corporate oversight of the board's activity reflected in a structured delivery plan. WM CTU's Organisational Learning and Development Team (OLD) lead regional partners on thematic areas such as the proactive sharing of information; testing and exercising, policy and contingency planning, and organisational learning.
107. The outcomes of the broad CT Futures Programme has been presented and considered at Chief Constables Council. (15-17th October). The Demand Risk & Resource (DRR) strand of the programme which adopted an approach based upon the principles of Priority Based Budgeting (PBB), has delivered a number of recommendations to the Association of Chief Police Officers Terrorism and Allied Matters (ACPO TAM) Board which the board has agreed will deliver greater efficiency in national delivery of all current services; improved interoperability; greater ability to understand and evidence the link between investment and how it relates to threat and risk; a framework for continuous challenge, improvement and future planning.

108. The Counter Terrorism and Security Bill will support the overall delivery of Prevent activity by placing a statutory obligation on all stakeholders to contribute. Consultation was launched on 19th December and Sir Peter Fahy has invited comment from Chief Constables and Commissioners.

Develop tactics to tackle child sexual exploitation (CSE), modern day slavery (people trafficking) and honour based violence

ACC Local Policing – Quarterly

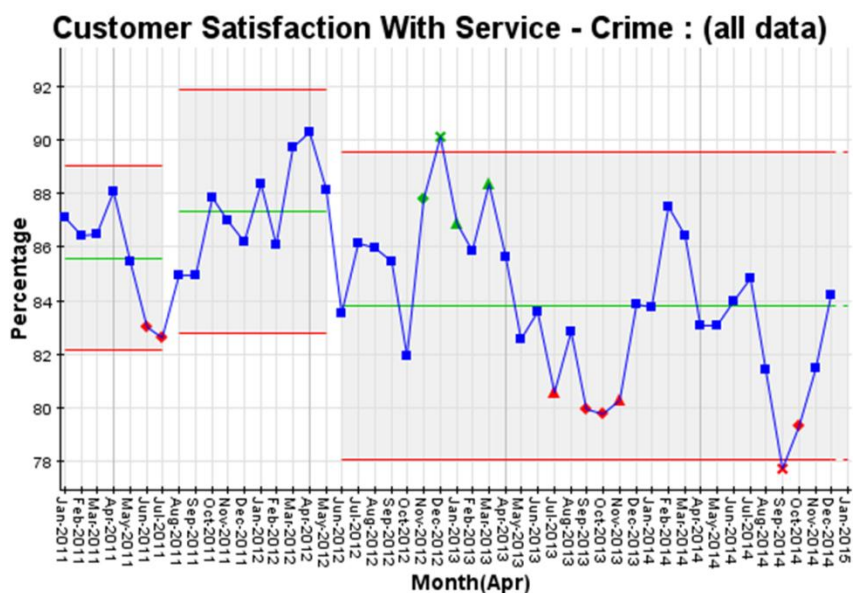
109. All of the above are driven by Sentinel and will each receive a specific focus during the on-going initiative. Each LPU Sentinel Bronze will be given an intelligence assessment from Intell and a Delivery Plan from the Bronze Thematic Lead. All Sentinel strands are included in local TTCG's.
110. Child Sexual Exploitation: Detective Inspector (DI) Gooderidge is the Bronze Lead. She has created a new CSE Disruption toolkit for officers which includes information on 'How do I spot the signs', 'I know the signs what do I do next', and 'CSE pathways'. This is all based on regional partnership working of the 'See me Hear me campaign'.
111. Modern Day Slavery: DI Chisholm is the Bronze Lead. DI Chisholm has forged strong partnerships with a number of organisations including the UKHTC, NCA/Salvation Army/GLA/ Regional Police forces/ROCU/WMP FIB/Hope for Justice and the Home Office. He has also identified Romanian academics who are willing to speak to Police on issues such as Roma gypsies and Roma gangs. He is in the process of creating a delivery plan and working with comms to raise awareness of modern day slavery throughout the Force in partnership with the above.
112. Honour Based Violence: DS Runham is the bronze Lead for Forced Marriage (FM) and Honour Based Violence. She has created a new intranet site to assist all officers/staff dealing with these issues. This includes an aide memoire, Crown Prosecution Service case studies, tools to empower victims, safeguarding strategies, ACPO guidance and presentations. She has delivered training both internally and externally to social workers, health, education, disability groups, multi agency groups etc. She is currently working on a campaign with comms to alert all officers and the community that FM is now a criminal offence. She has completed the ACPO HMIC inspection document as we will be inspected in the new year. She is also updating the FM delivery plan and FM/HBV will be supported by Sentinel and LPU Bronzes

Improving the service the public receive from the police

Increase satisfaction with services provided relating to crimes

Lead ACC Local Policing – Monthly

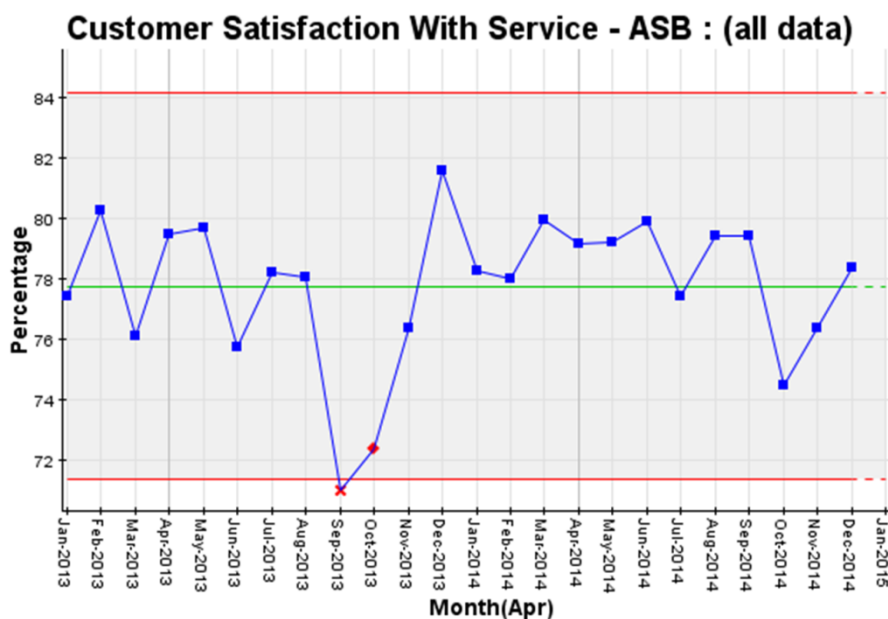
113. Victims of crime and anti-social behaviour are called six weeks after their incident is recorded and asked about various aspects of the service we gave them.
114. September 2014 was the lowest month of satisfaction recorded. However, over the last 3 months, levels have returned to above average. The current 12 month crime satisfaction rate is 82.8% for the Force.



Increase satisfaction with services provided relating to anti-social behaviour

Lead ACC Local Policing – Monthly

115. Satisfaction with ASB remains stable at 78.5% (rolling 12 months).



Develop work to improve victims services, supported by specific funding from the Police and Crime Commissioner

Lead ACC Operations – Quarterly

116. The Office of the Police and Crime Commissioner (OPCC) met with the Force around the scoping exercise taking place to understand the extent of current voluntary and community activity on each LPU, both geographically and in relation to particular specialisms. This work is on-going and will be shared with the force when it is complete. It will also be updated on a regular basis.
117. The Commissioner's Victims' Commission has been established and was launched on January 28th 2015. The PCC will benefit from external involvement from individuals, groups, organisations and communities and will listen to the views of victims and witnesses, understand the criminal justice system from their point of view and try to help improve the services and support available. He will use the recommendations from the Victims Commission to influence his decision making. It will develop policies and procedures, ensuring the priorities for the 7 Local Authority areas and the West Midlands force area are appropriate and identify and respond to priorities and emerging issues. One of the key responsibilities will be to ensure that victims are receiving a reliable and responsive service that is visible and accessible.
118. The Victims Commission will also contribute to and influence the priorities within the Commissioner's Police and Crime Plan, and make recommendations regarding priorities and service delivery. This group will be independent of the Commissioner, but accountable to him. They will be committed to improving services, and bringing expertise and experience to the development of policy as they relate to victims of crime.
119. The domestic abuse research that is being carried out for the force by Birmingham University is continuing. The proposal for research on perceptions of the police by BME communities is being developed and assessed for funding.

Implement the Code of Practice for Victims

Lead ACC Operations – Quarterly

120. The monthly Victim Code Compliance and Implementation meetings are continuing, chaired by the Head of Criminal Justice, Chief Superintendent Robinson.
121. Every month each LPU and department is required to dip sample a number of crime reports to ensure the Victim Code requirements are being adhered to. The delivery plans are collated centrally and their progress is recorded on the Force's Risk Register status report.
122. During the meetings two LPUs/departments present their findings and the board provides an opportunity for best practice going forward. There follows discussion items where concerns and issues are raised and problems resolved.
123. Since October 2014 we have benchmarked our approach on Business Impact Statements against other Forces as well as liaison with Action Fraud on Victim Code compliance. A number of changes have been made to WMP website with links to the Victim Code and our contact card and victims' leaflet has been updated with information on the Victim Code. New IT searches have been implemented for victims of Domestic Abuse to ensure adherence to the code.
124. Messaging is continuing to be sent out internally to staff and is also promoted through Corporate Communication channels; recently a good news article on Victim Impact statements and the increase in sentencing for an offender was published through Newsbeat.

125. During November and December changes were being made to the electronic force crime recording system to guide staff through the Victim Code requirements. These changes ensure that victims eligible for an enhanced service are highlighted. Further changes are being made to the system to prompt officers and record whether a victim of crime information leaflet has been provided, whether the victim wishes to make a Victim Personal Statement or Business Impact Statement, whether they need a supporter or interpreter, and any signposting that has been made to other agencies. Testing and evaluation of the changes is currently underway before they are implemented.

Develop strategies to reduce repeat victims of crime and anti-social behaviour

Lead ACC Local Policing– Quarterly

126. The main elements of the Anti-social Behaviour, Crime and Policing Act 2014 went 'live' on the 20 October 2014. Some elements of the Act, however, will not be enacted until January 2015. Processes were in place prior to the commencement date across all seven Community Safety partnerships and these are now being monitored.
127. The West Midlands has seen its first Community Trigger activation in Solihull. There have also been a number of instances where dispersal powers have been used. These are also being trialled where there is a relevant need at football matches.
128. The Vulnerability Matrix pilot has been considered successful and plans are now in place to roll this out across the force. This will provide consistency in WMP's approach to identifying vulnerability and meet HMIC recommendations.
129. The Silver lead for ASB is now Supt. Richard Youds. Supt Youds is progressing work with LPU's and partners to provide a performance framework for ASB that priorities the most vulnerable victims and locations across the force and promotes effective offender management in respect of those most likely to behave in an anti-social manner.

Supporting stronger communities

Work with our partners to further reduce crime on our transport network by implementing the partnership Safer Travel Plan

Lead ACC Operations – Quarterly

130. The Safer Travel Partnership are fully embedded into the Birmingham Community Safety, Police & Crime Board with responsibility of delivering various strands of transportation operational support to the Business Related Crime, Youth Violence & Vulnerable People thematic work streams.
131. Safer Travel Partnership have been allocated a budget of £30,000 from the Business Related Crime work stream to support the delivery of;
- **OP Goliath** – Overt reassurance patrols across all public transport providers.
 - **Op Snow** – Frankfurt Christmas Market patrols across all public transport routes and interchanges. Officers provided over 2,464 hours of patrol and caused the arrest of 8 individuals for offences ranging from assault, sexual assault, drugs, shoplifting & being drunk and disorderly.
 - **ASB Operations** – To improve confidence in using public transport. Since October 2014 over 100 people have been warned and removed from public transport, 14 Fixed Penalty Notices issued for disorder and 2 arrests for assault and wanted for outstanding burglary.
 - **Can You See Me/I Can See You Campaign** – Use of proactive plainclothes operatives on public transport networks.
 - **Put Pocket Campaign** – Proactive patrols targeting theft from the person on public transport.
132. Furthermore, Safer Travel Partnership received a combined total of £30,000 from the Youth Violence & Vulnerable People work streams to support the identification and engagement of young people frequently using the various public transport networks assessed to be at risk of exploitation (Operation Empower). To date, officers have successfully arrested, charged and excluded from public transport a registered sex offender responsible for 8 offences.
133. Furthermore officers have circulated a range of high profile publicity material and provided child vulnerability awareness training to over 4000 public transport staff across all the regional transport networks.

Improve our ability to work with partners to identify early intervention opportunities within communities

Lead ACC Local Policing – Quarterly

134. West Midlands Police (WMP) continue to engage and work with our partners and local community in terms of dealing with Mental Health issues.
135. WMP sits as the regional rep for the ACPO Mental Health Meeting. Insp Michael Brown has now been seconded to the College of Policing. This puts WMP in a very good position in terms of being able to shape the National agenda regarding mental health.

Mental Health Street Triage

136. Since the street triage project has commenced, 2133 incidents dealt with and 1600 face to face assessments. There have been reductions in demand by 44%, a saving of 300 people coming into police custody as a result of working with our partners in the NHS and ambulance service, direct at the point of need by the patient. 535 persons prevented from going to A & E departments.

137. Street Triage has gone live in the Black Country (from the 12th November 2014). With effect from the 1st December 2014 there was a slightly different street triage model based in Coventry. There will not be an ambulance available to transport due to non-commissioning of this service for this project. This triage service in Coventry will be police and a nurse only.
138. Funding has been secured now until April 2016 in the form of £1.2 million from Health and the Ambulance Service, so in essence there will be a service in Birmingham, Solihull, Dudley and Coventry. A task and finish group to be pulled together with Health, Ambulance services and Police so information strands can be joined up.
139. IPCC is reviewing training at 5 national venues and they will be coming to WMP for an update with regards to the scheme and future training. IPCC Commissioner for West Midlands is also linked in with work ongoing with engaging with prevent and protect agenda.

Training /300 Voices

140. WMP in conjunction with other agencies have commenced a training programme project to engage 300 Black Minority Ethnic (BME) males and South Asian females in looking at Mental Health and the issues surrounding this area from young person's perspective. Training sessions are across Birmingham and Solihull and the Impact on WMP staff will be powerful
141. New Police recruits will have a 40 minute input from SR and the street triage team in Mental Health and then an open discussion afterwards with the students. This will inform new student officers of the complexities of dealing with mental health issues and reduce potential stereotypes of these new members of staff joining the police in relation the mental health.

Liaison and Diversion pilots

142. Coventry is now a national pilot for the liaison and diversion project. This is seen as a beacon of good practice. £200,000 funding has been secured from NHS England for scheme to run in Birmingham which is due to commence in January. Working with Sandwell, the ambition is to ensure all three new super custody blocks have an effective Liaison and Diversion provision. There will be an Internal and External Custody stakeholders meeting in November to ensure that all involved understand the importance.

Develop community capacity to deal with local issues

Lead ACC Local Policing – Quarterly

143. An initial scanning process has been conducted to understand the current WMP position regarding "volunteers". This included schemes such as Neighbourhood Watch and Street Watch but went further in an effort to understand how active citizens support service delivery in WMP in other ways
144. In addition, the way in which volunteers are deployed across other Force areas has been investigated to gain a light touch understanding of some of the broader opportunities which may exist for WMP to develop community capacity in the future.
145. What this scanning identified was that there are many different and wide ranging uses of "volunteers" locally, regionally and nationally. It also highlighted some interesting media reporting regarding the use and deployment of "volunteers" to areas of business that have been traditionally considered core policing functions.

Ensure an effective contribution to national policing

Ensure West Midlands Police has appropriate capacity and capability to support the five components of the Strategic Policing Requirement: terrorism, other civil emergencies, organised crime, public order, and large scale cyber incidents

Lead ACC Security – Quarterly

146. Separate Paper submitted for the February 3rd 2015 Strategic Police and Crime Board.

Ensure the public of the West Midlands benefits from the work of agencies across the national policing landscape i.e. National Crime Agency, College of Policing, Home Office Immigration Enforcement, Action Fraud and Counter Terrorism

ACC Security – Quarterly

National Crime Agency

155. The working relationship between the West Midlands Regional Organised Crime Unit and the NCA West Midlands Regional Organised Crime Team is viewed as an effective model within the NCA Organised Crime Command. The partnership has demonstrated flexibility in adapting the strategic template to meet the actual need and requirement of all local partners against the backdrop of community requirement in the West Midlands. As such the partnership is unique and this demonstrates the manner in which the concepts and objectives outlined in key strategic policy in this field has been managed to meet the realities of the Region. This has taken significant negotiation and willingness on the part of all stakeholders.

Home Office Immigration Enforcement

156. The working relationship between the West Midlands Regional Organised Crime Unit and the Home Office Immigration Enforcement is demonstrated through the Regional Intelligence unit, attendance at joint tactical tasking forum and joint information sharing and working. There has been operational activity across the region which is captured within our revised strategic threat assessment.

Counter Terrorism

157. Syria and Iraq continue to be the main priority for Prevent teams across the region with an increase in cases relating to Syria being identified where Prevent and Local Authority (LA) resources are involved in supporting individuals believed to be vulnerable to potential travel to Syria/Iraq. A regional Syria/Iraq Prevent delivery plan is in place to ensure all agencies are responding to the threat. Initiatives together with the Charity Commission, Probation Service, and other agencies are on-going to deliver the agreed objectives of this plan. Engagement with key members and groups within local communities, such as women's groups, Youth conferences, and working with the Upstanding Communities project are on-going to ensure dialogue between communities and agencies is healthy in relation to current issues. In order to understand local concerns and identify best ways of supporting local communities a series of Syria events with Youth groups, faith forums, and wider community workshops have taken place.
158. The region has developed the role of Prevent Contact Officers deployed to support the families of (Terrorism Act Counter Terrorism) TACT offenders during executive action. This role and the training programme has been identified as national best practice and is currently being rolled out across the national Counter Terrorist (CT) network. West Midlands CTU host a regional Prevent Case Management process where all referrals made to Prevent across the region are overseen and assessed. A proportion of these cases are assessed to warrant referral, however many are managed through other Prevent activity.

159. West Midlands (WM) CTU is embarking on a mental health pathfinder programme in partnership with Birmingham and Solihull Mental Health Trust. The programme will see mental health professionals embedded within WMCTU to support Prevent Case Management (PCM). A part time clinical psychologist and clinical forensic psychiatrist will work alongside the Prevent Team providing consultation, assessment of mental health and psychological needs, and appropriate referral to mental health services. Interventions will be provided to individuals within PCM that are not appropriate for mainstream services. Formal evaluation (including detailed economic analysis) will inform the continuation of the model beyond 2016. The evaluation seeks to identify future funding streams, allocation of Prevent funding and the need for a national Strategic Partnership to develop the service model and reduce the risk posed by those presenting with mental health and/or complex psychological needs.

Action Fraud

160. Action Fraud is the call centre that collects reports of fraud and forwards them to the National Fraud Intelligence Bureau (City of London Police) that assess and disseminate allegations to forces.

161. WMP is represented at the Action Fraud 'National User Group' by ECU with attendees including the DCI, DI and DS Will Henley. We also maintain a working relationship and regular contact with John Unsworth, director of the National Co-ordinators Office for Economic Crime, City of London Police who reports to Commander Steve Head ACPO Lead for Economic Crime.

162. WMP receives a half yearly 'Fraud Profile' that summarises fraud reports received via Action Fraud, this information is used to prioritise action, e.g. Prevent work with university students by DS Rod Rose. WMP also feeds back apparent trends via NFIB where they are not already classified e.g. Courier Fraud in 2014 where the offenders were operating across a number of forces including WMP allowing a co-ordinated approach between forces in our region and London.

Establish a Regional Organised Crime Unit (ROCU) to meet our national requirement

Lead DCC – Quarterly

163. Further to the December update we have an additional capability in the form of an Operational Security Officer post.

164. The Regional Operational Security/Risk Advisor (OPSY RA) will provide an independent source of specialist covert law enforcement and risk management expertise. Their primary roles will be:

- To support senior investigators in the planning and delivery of investigations using covert law enforcement tactics with an emphasis upon risk management and assessment.
- To ensure that regional assets including staff, capabilities, intellectual property and organisational reputation are appropriately protected.
- To play a key role within the region in the management and avoidance of compromise and the deconfliction of blue on blue issues.
- To review operational compromises as and when they arise to identify issues and to provide recommendations to improve policy and operational practice.
- To provide an effective link with anti-corruption capabilities within the region to ensure appropriate risk mitigation is in place to counter the risk of corruption and insider threats.

165. In addition West Midlands Police and the ROCU have submitted a joint bid to the Home Office Innovation Fund to The purpose of this bid is to give the WMROCU partners a much stronger capability to access and interrogate a wide range of local, regional and national data on organised crime. No ROCU yet has the capabilities to effectively and efficiently bring together a single intelligence picture. This will enable intelligence to be cascaded to operational teams much more rapidly across the region, and therefore deliver a step change in Forcesability to predict, pre-empt and respond to serious and organised crime.

FINANCIAL IMPLICATIONS

LEGAL IMPLICATIONS

EQUALITIES IMPLICATIONS