

West Midlands
Police and Crime Plan
2021-2025



west midlands
police and crime
commissioner



Foreword

Simon Foster

When I officially took office on 13 May, I did so for a term of 3 years, rather than 4 years, as a consequence of the election in May 2020 having been postponed for a year because of the Covid-19 pandemic. It was therefore essential that action was taken to commence the consultation process for the preparation of the Police and Crime Plan at the earliest possible opportunity.

That is why, on the very first day I took office, I commenced the consultation process and launched a call for evidence. That was the beginning of what has been an extensive and wide-ranging consultation. I was clear that I wanted the consultation to be an accountable, participative and transparent process and I believe that it has been.

The consultation has been in 6 parts. It started with that call for evidence. There was then a series of round table events on violence against women and girls and domestic abuse, violent crime, drug policy and neighbourhood policing, with a particular emphasis on anti-social behaviour and speeding. Together with West Midlands Police, I launched a public survey dedicated to the issue of women's safety. I followed that up with a West Midlands wide policing and crime survey. I commissioned a consultation that focused exclusively on the views of young people. Finally, all of the 7 Community Safety Partnerships in the West Midlands completed a consultation process.

I believe that no other Police and Crime Commissioner in the country will have engaged in as extensive and wide ranging a consultation as this. We had a total of over 4,600 responses to the consultation. That is almost double the number of responses that were received when the 2016 Plan was prepared.

I am grateful to and want to record my thanks to the people, communities, statutory bodies, the third sector, campaigning organisations, elected representatives, community safety partnerships, stakeholders, those in policing and all others that have contributed their comments, ideas, proposals and thoughts to the Plan.

This Plan is based on my Manifesto: Justice, Safety and Security, on which I stood and was democratically elected. However, it is also informed by and has had regard to all of the contributions that have been received throughout the consultation. It is as a result of this that I believe the Plan will be reflective of the needs, priorities and objectives of the people and communities of the West Midlands – a people and communities Police and Crime Plan from a People and Communities, Police and Crime Commissioner.

The West Midlands is a diverse and vibrant area, with a bright future. Policing has a huge part to play in the region's success. However, for too many people the fear of crime, crime itself and the consequences of crime impact on their community and their quality of life.

This plan is an ambitious vision for policing and the Criminal Justice System, that places modern approaches to preventing crime at its heart, with the aim of reducing the amount of violence, crime and anti-social behaviour in our communities. Through this blueprint I will bring people together to work towards a West Midlands in which people can achieve their potential and thrive.

The past 10 years has been a challenging time for policing, our essential preventative public services and our criminal justice system. Cuts over the last decade have devastated West Midlands Police, the essential preventative services that reduce crime and keep people safe and our criminal justice system. In addition to that, over the past 18 months the Covid-19 pandemic has presented yet further unprecedented challenges to policing and the criminal justice system. Our under-funded and over worked police service has all too often been left to pick up the pieces.

In the West Midlands we faced cuts of £175 million and lost 2,221 officers – that was 25% of our police officers - and we still expect to be 1,000 officers short by 2023. There has been no levelling-up for West Midlands Police. I will campaign relentlessly for the return of the missing 1,000 officers that the force needs, but I will also be focussed on getting the most out of the resources that we do have, through innovation and delivering value for money.

I am committed to being a People and Communities, Police and Crime Commissioner. That means a Commissioner who engages with, listens to and works with the people and communities of the West Midlands. My core mission during my term of office will be to rebuild community policing.

Community policing is the bedrock of British policing. It embodies the principle of policing by consent on which policing in our country is built. I will begin the crucial work of rebuilding it to keep our communities safe. As a start, on my mission to rebuild community policing, I will aim to put 450 additional officers into neighbourhood policing, strengthening the local bonds between the public and the police and improving our ability to proactively solve local issues before they become critical.

Combatting violence against women and girls and domestic abuse is a top priority for me. It has catastrophic and life changing consequences. I will campaign to challenge and change attitudes and behaviours amongst men and boys. Violence against women and girls across the country is under reported and prosecution rates are extremely low. I will work with the police and Criminal Justice System to change this. Domestic abuse means that for far too many, home is not a safe place. As Police and Crime Commissioner, I will ensure West Midlands Police prioritise combatting domestic abuse and take a robust approach towards perpetrators, so that they are held to account.

To improve confidence in our police, I will deliver the Fairness and Belonging programme, which is a comprehensive plan to advance diversity, equality and inclusion within the Force and the communities they serve. Relations with some communities are simply not good enough. I am committed to delivering change and bringing people together. All members of the public are entitled to an equal service whoever they may be.

I will continue to invest in preventative services and work with local authorities and other providers to divert young people away from a life of crime and into employment. We need to make sure that young people have the opportunities they need to get on in life. I will do all I can to support the rebuilding of youth services, including the piloting of schemes in the region to get youth workers back on the ground. I will also increase the size of the West Midlands Police Cadets programme by 50%. Supporting our young people is critical if we are to prevent and reduce crime.

Violence blights the lives of far too many young people. I will tackle this issue head-on. Robust policing is key, but cannot solve the issue alone. I will use every tool in our kit, from expanding the placement of youth workers in A and E departments and custody centres, to schemes that directly work with young people in schools, we will do all we can to tackle the scourge of violence. Violence has had a catastrophic impact on people, families and communities. It requires us all to work together to tackle it. Communities will be at the heart of my approach to this.

I will also tackle the causes of violence, including the illicit drug market. Drug supply and dealing scars communities and ruins lives. Far too many people are dying and crime is being driven by the criminal exploitation of those people who suffer with chronic drug addiction. By tackling the root causes of crime, we can reduce the number of victims too. A large proportion of thefts, for example, are due to people stealing to fund their addiction. Harm reduction initiatives will be matched by tough policing towards those profiting from the misery of drugs and addiction. By reducing the demand for drugs, we can reduce the crime it drives too.

Victims of crime are entitled to free and accessible services to help them to cope and recover. To deliver this and make sure that those services are of high quality and have the voice of victims at their heart I have appointed the first Victims' Commissioner for the West Midlands.

As a former legal aid solicitor, delivering access to justice, equality before the law and the rule of law have always been at the heart of what I do. As chair of the Local Criminal Justice Board, I will continue that as Police and Crime Commissioner. Court closures, a pre-existing court backlog due to a failure to adequately fund judicial sitting days, exacerbated by Covid-19 have left us with a serious court backlog, delaying justice for years in some cases. This is intolerable for victims, witnesses and defendants and seriously undermines our justice system. I will work with partners to do all we can to reduce that backlog, but also to deliver innovative projects that reduce crime by tackling the root causes of offending. At the heart of this will be a Diversion Hub and Problem-Solving Court. For some though, prison will rightly be the only option to keep us all safe. For those in prison, there should be meaningful rehabilitation and resettlement to break the cycle of crime.

I will be a campaigning Police and Crime Commissioner. I will lead the fight for fair funding for West Midlands Police, but also for proper long-term investment in prevention and early intervention because the prevention of crime is always better than having to deal with the consequences of crime and because it will save money in the long run.

I am firmly of the belief that a democratically elected and directly accountable Police and Crime Commissioner is the appropriate way to ensure an effective and efficient police service. The laser-like focus it gives is crucial in holding the police to account and driving the change needed. In view of the scope, seriousness, public concern and interest in policing, crime and criminal justice, people should be entitled to vote in order to decide who represents them as their Police and Crime Commissioner.

As a People and Communities, Police and Crime Commissioner, I will be visible in local neighbourhoods and approachable. I want to involve the public in the work of the police by encouraging volunteering and working with communities to improve policing in their areas.

This is an exciting time for the West Midlands, with Coventry City of Culture and the Commonwealth Games – the security of operation of which will be the biggest in the force's history and will put the region on television screens across the globe. This offers great opportunities for the region and the legacy it could leave has the power to transform thousands of lives in a constructive, meaningful and positive way. Policing has a key part to play in its success.

This plan is a comprehensive agenda for change, development and progress in policing, rebuilding community policing, putting prevention at the heart of what we do and ultimately delivering justice, safety and security for all of our people and communities of the West Midlands.



Simon Foster

West Midlands Police and Crime Commissioner

Summary

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



Some of the commitments in this Plan are about the strategic direction I will set for West Midlands Police. Others are about how I will collaborate with partners, working together to improve the criminal justice system, increase community safety, reduce violence and ensure that victims of crime are supported and recover. The Plan also sets out objectives for police collaboration, the financial and other resources required to achieve the Plan’s objectives and the issues I will prioritise during my term of office.

Section 1: West Midlands Police

Rebuilding Community Policing:

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

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

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

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

Preventing and Reducing Crime:

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

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

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

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

I will aim to drive down business crime.

Increased confidence in West Midlands Police:

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

Supporting the workforce, organisational change and new technology:

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

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

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

Section 2: Working in Partnership Locally

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

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



Section 3: Police Collaboration

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

Section 4: Civic leadership and campaigning for change

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

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

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

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

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

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

West Midlands

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West Midlands Police and Crime Plan 2021-2025

Section 1: West Midlands Police

Introduction

As your democratically elected and directly accountable Police and Crime Commissioner, I have a mandate to speak for you and hold West Midlands Police to account. The extensive consultation process that we carried out with the people of the West Midlands made clear you want to see West Midlands



Police grow, with more officers based in communities. I will increase the size of West Midlands Police by at least 1,200 officers compared to where it was in 2019. Even with this growth, the Force will still be a thousand officers smaller than it was in 2010, as a consequence of central government defunding of our police service and the unfair way national police funding is shared out across the country.

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

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

Rebuilding community policing

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

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

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

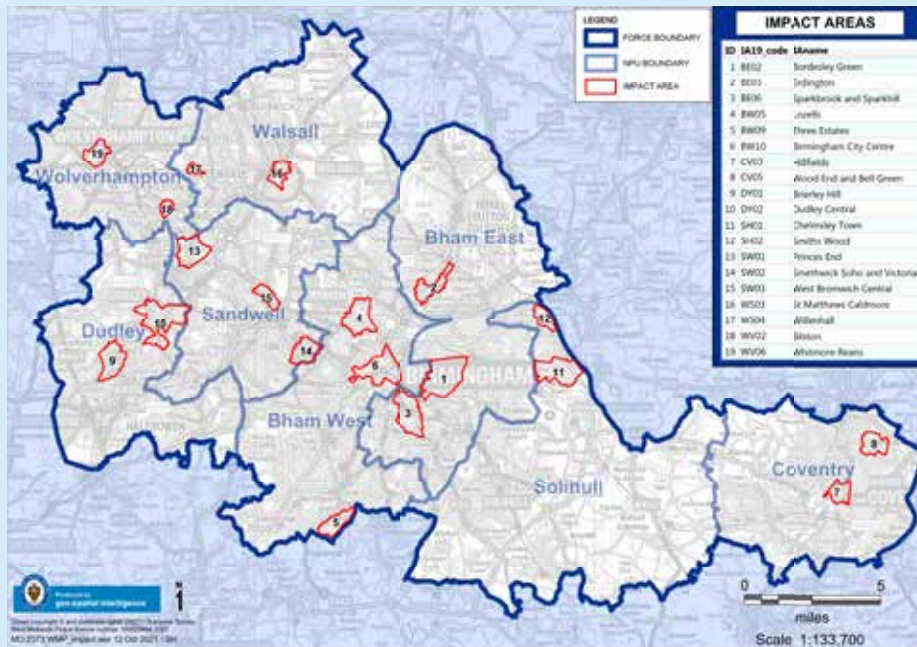
Special Constables are unpaid police officer volunteers. They are an important part of policing, particularly local policing. Volunteering as a Special can be a route to becoming a full-time police officer, but it can also be a way for members of the public to make a long-term volunteer commitment to their community. There are currently too few Special Constables in the West Midlands. I want to see the Special Constabulary grow, but in a way that properly integrates

and supports our Specials so they can make a genuine contribution to all aspects of policing, including areas that require specialist skills and experience. To be effective and make service rewarding, Specials need to be properly trained, equipped and tasked.

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

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

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



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

How we will measure success:

- Meet or exceed the Police Officer Uplift target of 1,200 new Police Officers
- By doing so, total number of Police Officers in the West Midlands will increase to over 8,000
- Monitor the numbers and reasons why Police Officers leave West Midlands Police and put in place action plans, where required, to ensure we support and retain our Police Officers
- We will increase the number of neighbourhood Police Officers by 450
- Increase the amount of time Police Officers spend in local areas, in particular within the 19 Impact Areas
- Support and maintain the 464 PCSOs within the West Midlands
- Increase the number of Special Constables along with the proportion who complete 16 hours per month
- Increase the number of residents signed up to West Midlands Police's WMNow community messaging system, in particular those residents who live within an Impact Area
- Work to reduce the levels of harm seen within Impact Areas in terms of severity of crime
- Monitor the estimates for perceived high levels of anti-social behaviour and the percentage of respondents saying that the police and local council are dealing with the anti-social behaviour and crime issues that matter in the local area from the Crime Survey for England and Wales (CSEW) – We will use these estimates to inform action locally.
- Monitor the number and rates of anti-social behaviour incidents reported to the police, targeting resource as required through Community Safety Partnerships

Preventing and reducing crime

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

Violence Against Women and Girls (VAWG)

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

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

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

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

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

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

I will work with West Midlands Police to:

- Improve the training and awareness for new and existing officers on violence against women and girls and domestic abuse, to ensure a consistent high-quality response, incorporating feedback from victims;
- Extend the use of independent advocates such as Independent Domestic Violence Advocates’ and Independent Sexual Violence Advisors and increase the number of these advocates with specialist training, for example to support LGBT+ victims;
- Ensure police impose bail conditions on alleged perpetrators of domestic abuse;
- Use all available civil protection orders, ensuring breaches are dealt with proportionately, including use of powers of arrest;
- Support the use of robust domestic abuse perpetrator programmes to challenge and change behaviour;
- Champion a change in legislation to record misogyny as a hate crime as recommended by Citizens UK;
- Ensure good policing plays its part in reducing vulnerability in the night-time economy;
- Increase the proportion of all VAWG crimes where an offender is brought to justice;
- Ensure that officers understand, identify, but never take advantage of vulnerability.
- I will look to commission innovative programmes to support the holistic needs of Domestic Abuse survivors back into work through specialist advocacy and support.

How we will measure success:

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

Violent crime

West Midlands Police has a key role in responding to and investigating violence and protecting the public. An effective and legitimate policing response to violence is key. I will ensure West Midlands Police has

a long-term violence reduction strategy that, together with its responsibilities for investigation, detection and enforcement, adopts a public health and child-centred approach to preventing violence and exploitation.



West Midlands Violence Reduction Unit

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

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

We will continue to maintain, support and expand weapon surrender bins and bleed control kits across the West Midlands.

Bringing offenders to justice

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



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

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

How we will measure success:

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

Reducing the harm caused by illicit drugs

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

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

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

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

How we will measure success:

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

Alcohol related harm

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

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

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

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



Reducing acquisitive crime

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

How we will measure success:

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

Reducing cybercrime and fraud

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

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

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

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

How we will measure success:

- Monitor victims of fraud within the West Midlands as reported by Action Fraud, identifying emerging areas or victims who are at particular risk of fraud.
- Where a fraud report is forwarded on by Action Fraud to West Midlands Police for investigation, I will monitor outcomes and ensure West Midlands Police are compliant with the City of London Police returns process.
- Expand West Midlands Police’s victim satisfaction surveys to include victims of fraud and work to build a clearer picture of fraud within the West Midlands
- Monitor intelligence shared by partner agencies, such as CIFAS, and ensure insights are factored in to the picture of fraud within the West Midlands

Reducing business crime

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

Even though recorded shoplifting is increasing, a recent survey found that a fifth of businesses do not report this crime. Online reporting tools can help, and the West Midlands

Police Business Crime Coordinator has an important role to play. I will work to increase the confidence of businesses to report crime. Given likely underreporting, I will monitor the incidence of burglaries, robberies, shoplifting, and “bilking” (theft of petrol / diesel), and look to ensure that West Midlands Police is taking sufficient steps to detain those suspected of serious acquisitive crimes.

Many crimes against businesses are a product of illicit drug addiction. The Offender to Rehab programme targets drug addicted prolific offenders and reduces retail crime. To date it has prevented £1,000,000 worth of retail crime in Birmingham and stopped £350,000 being spent on drugs. Further evaluation is required, and I hope its use will spread; the resources to expand its use should not come from police budgets.

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

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



How we will measure success:

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

Increased confidence in West Midlands Police

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

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

A police force that represents the best of the West Midlands

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



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

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

How we will measure success:

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

West Midlands Police Cadets and Junior PCSOs

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



The number of cadets will continue to grow. I will review the cadets programme in 2022, in the expectation that the capacity of the scheme will grow to 750 across the West Midlands.

I will look to see growth in the number of community volunteers supporting cadet units.

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

Fairness and Belonging Programme

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

Citizen Charter

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

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

In the West Midlands, as in other areas of the country, public confidence in policing has declined.

The reasons for this decline are complex. However, the data that West Midlands Police holds on local perceptions of the Force and the experiences of people who make calls for service is not complete, and suggests variable quality of service.

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

How we will measure success:

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

Equality and Human Rights

I will comply with the Equality Act 2010 and in particular the public sector equality duty. I will ensure the police and other public bodies performing public functions that I have dealings with, have regard to and comply with their legal obligations in accordance with the Equality Act 2010. I will work with West Midlands Police and other partners to eliminate unlawful discrimination, victimisation and harassment, advance equality of opportunity and foster good relations so that all are treated lawfully, fairly and respectfully. I will support wider and systematic use of Equality Impact Assessments by West Midlands Police to inform decision-making.

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

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

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

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

How we will measure success:

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

Stop and Search

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

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

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

More needs to be done. Some stop and search powers require a police officer to have “reasonable grounds” for suspecting that someone is carrying a weapon, for example, or in possession of illegal drugs. Yet despite this, the current “positive outcome rate” for these searches, that is where something is found or some action follows from the search, is only about 25%-30%. Although this figure compares well nationally, it is still a cause for concern and needs to be improved. In everyday language, a “reasonable” suspicion that something will happen is that it will take place at least half of the time. In other words, it is more likely than not that it will happen. Thus, if searches are only leading to an action in about a quarter of cases, then it is legitimate to ask if the “reasonable grounds” threshold for a lawful search has been met in connection with many of the searches that take place. If searches are based on a reasonable suspicion of finding something or some other action following, then at least half would need to generate a positive outcome. This is not the case. I will work with West Midlands Police to analyse why over 65% of searches lead to no further action, so as to understand and explain publicly how the “reasonable grounds” test is being applied.

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

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

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

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

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

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

Police use of force

Appropriate, proportionate and lawful use of force is inevitably part of policing, as Officers secure compliance in the exercise of their powers. In order to maintain public confidence, there needs to be oversight of police use of force. We will build on the existing recording and oversight mechanisms, paying particular attention to patterns of disproportionality and use of Body Worn Video.



How we will measure success:

- Establish consistent recording and monitoring of S163 traffic stops
- Increase the positive outcome rate for “reasonable grounds” Stops and Searches to no less than 50%
- Increase the proportion of “reasonable grounds” stops and searches where an offensive weapon is the object of the search
- Increase the number of weapons that are found
- Monitor the use of Stops and Searches under Section 60, ensuring that they are used only when absolutely necessary
- Ensure that the use of body-worn video during Stops and Searches and Use of Force remains at the same level or higher
- Reduce the disproportionality of who is stopped as part of Stops and Searches and for individuals being subjected to Use of Force
- Monitor where death and/or serious injury occur as part of Use of Force, ensuring that cases in which death and/or serious injury occur are reviewed and action taken where necessary

Accurate crime recording and confidence to report under-reported crimes

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

West Midlands Police has implemented two new IT systems to improve its handling of calls for service, crime recording and case management. I will monitor use of these new systems to ensure they achieve crime recording data integrity and that victims and witnesses receive the service they expect and are entitled to, including timely and appropriate provision of information to victims. Improved recording practice and greater public awareness are at least in part responsible for the increases in recorded domestic abuse, stalking, harassment and hate crime. Forthcoming external inspections will offer evidence of the progress that has been made.



Complaints and misconduct processes that everyone can trust

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

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

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

How we will measure success:

- Monitor the number of complaints which West Midlands Police receive and reduce the length of time taken to investigate complaints
- Increase the use of reflective practice within West Midlands Police
- Monitor the service recovery satisfaction for victims and members of the public who have submitted a complaint

Data Ethics Committee

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

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

West Midlands Police and Crime Plan 2021-2025

Access to Police Services

Accessibility to police services is part of people's confidence in policing and their satisfaction with the service they receive. Most importantly, people want a quality service when they contact the police. We should not allow speed of response to become the only measure for quality of service and I am concerned that government seems to be moving in this direction. I will keep under review the accessibility of the 999, 101 and LiveChat services, and the timeliness of the Force's response to calls for service. I will hold West Midlands Police to account against its Service Standards.

How we will measure success:

- Ensure that West Midlands Police answer 999, and 101 calls and Live Chat within the timescales stated in the Citizen Charter
- Where Police Officers need to attend an incident (Priority 1 and Priority 2), ensure that they arrive within the timescales stated in the Citizen Charter

Supporting the workforce, organisational change and new technology

The welfare of officers and staff

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

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

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

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

Employees with disabilities, including those with "hidden" or "invisible" disabilities such as autism and



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

Performance management of officers and staff

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

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

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

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

How we will measure success:

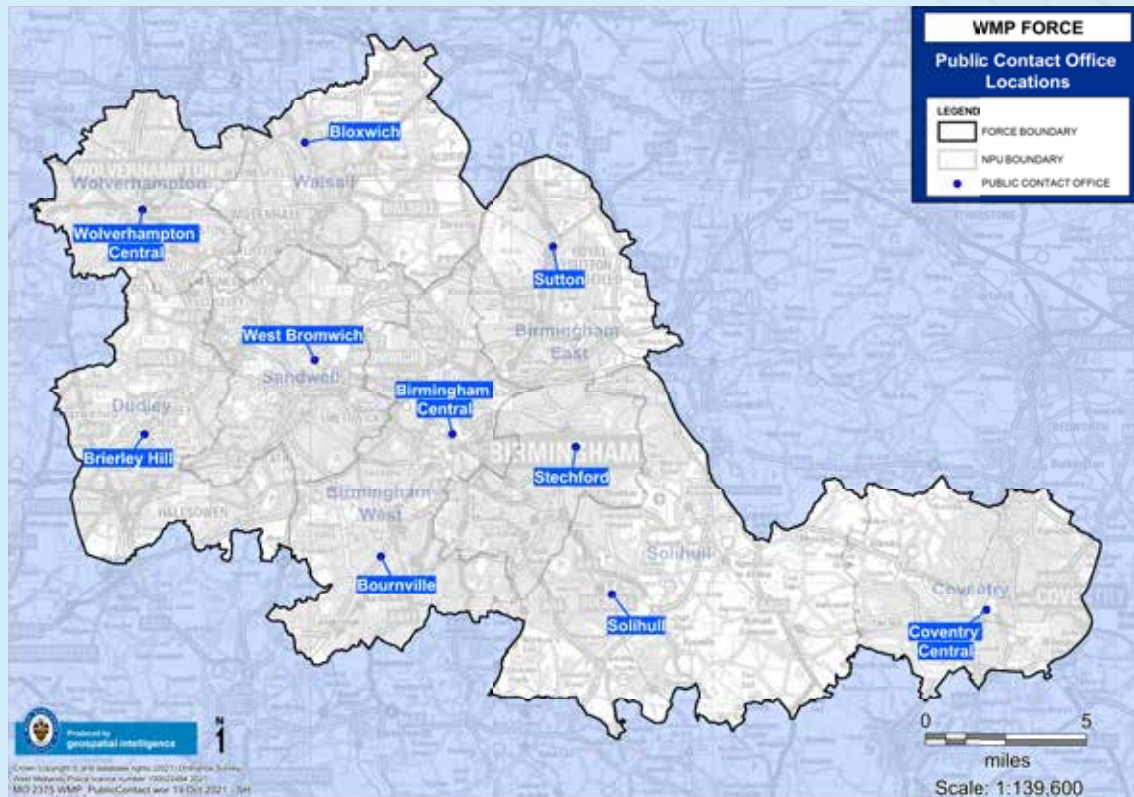
- Monitor the attendance rates within West Midlands Police and in particular absences due to mental ill health, providing programmes of support where needed
- Monitor referrals to occupational health, ensuring that there is no delay in Police Officers and Staff getting an appointment
- Increase staff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

Estates

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

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

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



I will explore how our new custody provision can more appropriately meet the needs of children temporarily in police detention.

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

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

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

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

West Midlands Police and Crime Plan 2021-2025

A greener West Midlands Police

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



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

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

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

How we will measure success:

- Increase the proportion of energy in the West Midlands Police estate which comes from renewable providers
- Reduce CO₂/ m² from energy usage within the West Midlands Police estate
- Reduce the average CO₂/km travelled by the fleet by ensuring that vehicle service appointments are kept and through the monitoring of driving behaviours

Social Value and Corporate Social Responsibility

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

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

Organisational change, national programmes, other new technologies

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

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

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

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

Section 2: Working in Partnership Locally

An efficient and effective criminal justice system

Introduction

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



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

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

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

Addressing these issues requires a determined and comprehensive partnership approach.

Working together in partnership

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

Diversion

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

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

I will look to further support problem solving approaches to criminal justice, and encourage the wider use of Family Drug and Alcohol Courts. I want to extend this approach and establish Problem Solving Courts which address reoffending by better integrating services, shaping the justice system around the package of support individuals need to rehabilitate, and bringing judges together with professionals across the social welfare and criminal justice space to address re-offending. We will seek to establish a Problem Solving Court for women offenders and explore the possibility of one for young adults. We will work to establish a community peer court for young people aged between 11 and 25.

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

Services that prevent offending and re-offending

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

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

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

Recognising trauma in victims and offenders

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

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

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

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

Confidence in the criminal justice system

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

Supporting ex-offenders into employment

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

How we will measure success:

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



Supporting victims and witnesses

Introduction by Victims' Commissioner Nicky Brennan

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

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

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

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

Whilst not all victims choose to report the crime(s) they were subjected to, or seek a Criminal Justice outcome, justice – which can have different meanings for victims – can be an important element in healing from their trauma. Ensuring victims' access to justice is perhaps the most challenging aspect of this work. However, I am determined to work with our criminal justice partners to ensure it significantly improves its response to victims. This need is compounded by the impact of the pandemic on pre-existing court backlogs.

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

A handwritten signature in black ink, appearing to read 'Nicky Brennan'. The signature is stylized and fluid.

Nicky Brennan
West Midlands Victims' Commissioner

Supporting Victims

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

The Victims Commission

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

We will work collaboratively to ensure a healthy provider market.

Supporting the mental health of victims

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

Restorative Justice

Restorative justice has been proven effective in reducing reoffending and improving victim satisfaction. I remain committed to increasing the use and awareness of restorative justice and its principles across the criminal justice system and the wider public.

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

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

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



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

Victims' trust and confidence in the criminal justice system

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

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

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

Exploitation and abuse

We will work together to reduce exploitation and abuse and provide support to victims. The West Midlands Exploitation and Abuse framework was launched in 2020, and we will use this to inform our approach to address these issues. We will work together to understand how exploitation and abuse presents and evolves given changing economic and social dynamics. We will work with partners to implement the provisions of the new Domestic Abuse Act 2021.

Hate crime

Hate crimes derive from hostility or prejudice towards any aspect of a person's protected characteristics, and can have devastating effects on victims and communities. Hate crimes are underreported, whether because of lack of trust, language barriers or other factors. We will work with community-based organisations to support victims, build the confidence to see increased reporting, work with groups particularly at risk of hate crime and continue to support a service for Hate Crime victims. I support the Citizens UK proposal for more organisations to adopt Hate Crime Action Plans, and will look to see this included in our approach to commissioning services for victims.

How we will measure success:

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

Improving community safety

Introduction

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

We also come together as a West Midlands Community Safety Partnership to agree a coordinated approach

to crime reduction, local policing and community safety. We commission services for all seven areas, while also enabling each area to respond to local issues. We provide oversight of the implementation locally of national strategies, such as the Serious Violence Strategy.

We remain committed to finding new ways of working effectively and efficiently with partners, local residents and business. We will keep under review issues associated with illegal encampments. We will respond to vulnerability and exploitation, engaging with other partnerships and boards to develop a joint response. We will review our use of anti-social behaviour powers to ensure a fair, consistent and effective approach.

Community safety priorities for 2021-24

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

- Preventing crime and anti-social behaviour
- Serious and organised crime
- Supporting victims and witnesses
- Violence and intimidation against women and girls
- Cyber-crime and fraud
- Serious Violence
- Offending and reoffending
- Substance misuse



Reducing violence

Introduction

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

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

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

Funding

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

Serious Violence Strategies

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

Analysis and data

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

Violence and trauma

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

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

Place-based community-led approaches

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

Faith Alliance

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



Education

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

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

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

Families

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

Youth services

Good, accessible, culturally appropriate youth services and safe spaces in high priority areas can reduce violence. We will pilot increasing detached youth workers in the community during after-school hours, and promote communities working together to keep young people safe in public spaces.

We will work with youth service and community sport providers to develop evidence-based practices which influence the future design, delivery and collaboration of programmes to prevent and reduce youth violence, and we will help to raise safeguarding and violence reduction standards in all sectors

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Mental health

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

Learning from incidents

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

Responding to incidents

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

Responsible messaging

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



Reachable moments

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

Vulnerability, exploitation and abuse

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

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

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

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

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



How we will measure success:

- Monitor the rates of homicide within the West Midlands and ensure a swift response from West Midlands Police
- Reduce the numbers of violent crimes committed within the West Midlands, achieving reductions on the numbers/rates seen in 2019/20 for knife crime and robbery of personal property
- Monitor serious youth violence and increase the positive outcome rate for victims
- Monitor hospital admissions of under 25s who have been assaulted with a sharp object and assess what action West Midlands Police can take
- Monitor the number of gun crime offences and increase the number of firearms being recovered through better intelligence

Working together for children and young people

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

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

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

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

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

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

Supporting a friendly, safe and secure Commonwealth Games

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



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

Safer Travel

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

Public transport

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

- Reduce crime, disorder, and anti-social behaviour on the public transport network
- Improve public perceptions of personal safety on public transport, with a particular emphasis on the experience of women and girls

- Maximise the benefits of technology and data sharing
- Ensure that there is a co-ordinated transport partnership response to event planning (in particular at the Commonwealth Games)
- Adapting and responding to a new transport network which is greener and safer as we recover from the Covid-19 pandemic

How we will measure success:

- Monitor the estimates for perceptions of safety on the public transport network within the West Midlands from the West Midlands Combined Authority transport survey and assess what role West Midlands Police can play in improving public perceptions
- Monitor reports of crime and anti-social behaviour incidents which occur on the public transport network and what the outcomes of investigations are
- There will be a focus on vulnerability type offences, such as hate crime and violence against women and girls, targeting resource as required through the Safer Travel Partnership

Improving Road Travel

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

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

I will work with partners to embed these objectives into proposals to transfer the enforcement of some moving vehicle offences to local authorities. I would hope to see an approach that is co-ordinated across the West Midlands, with a single approach to technology, back office functions, enforcement, data sharing, financial flows and engagement with blue light services. I believe this transfer has significant potential to support enforcement activity.

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

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

How we will measure success:

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

Preparing for emergencies and critical incidents

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

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

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

Working with other “Blue Light” Services

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

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

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

Airport Policing

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

Joint statement by the West Midlands Police and Crime Commissioner and the Mayor of the West Midlands

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

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

Working in partnership

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

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

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

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

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

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



Reducing Violence

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

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

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

Mental Health

Ensuring that policing and the criminal justice system are appropriately responsive to those with mental health needs will continue to be a key priority in the West Midlands Police and Crime Plan, building on the progress already achieved in areas such as safer detention and ensuring support for people facing mental health crisis is led by the NHS, not the police. There is more that policing and criminal justice partners can do; for example, we want to see the judiciary have the confidence to further increase the use of Mental Health Treatment Requirements, rather than impose custodial sentences on those whose offending is related to poor mental health.

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

Addressing race inequalities and disproportionality

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

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

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



Housing and homelessness

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

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

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

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

Young people and children

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

West Midlands Police and Crime Plan 2021-2025

Safer public transport

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



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

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

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

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

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

Improving road travel

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



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

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

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

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

Police recruitment

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

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

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

Supporting ex-offenders

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

Securing social value

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

Children in custody

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

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

Devolution

We recognise that there are significant opportunities to transfer power from Whitehall to the region. We will continue to hold regular officer level meetings and identify opportunities for joint working on appropriate devolution.

Section 3: Police Collaboration

Strategic Policing Requirement

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

Counter-terrorism

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

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



Serious and Organised Crime

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

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

Bilateral collaboration

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

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

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

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

National Ballistics Intelligence Service

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



Section 4: Civic leadership and campaigning for change

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

Funding and resources

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

The response to fraud and online criminality

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

*Investment in prevention and early intervention*

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

Sentencing for hate crimes

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



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Vehicle security

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

Sentencing for assaults on emergency workers

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

Sentencing for violence against women and girls

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

Retention of income from speeding and moving vehicle enforcement

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

Preserving the direct accountability and independence of the police governance function

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



Reducing drug harm

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

Firearms licensing

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

Appropriate housing

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

Victim services

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

Proceeds of Crime Act

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

Road safety

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

Police Officer and Police Staff pay

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

Animal Policy

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



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

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

The OPCC as a high-quality employer

The OPCC is a Real Living Wage employer and Funder and an equal opportunities employer, offering flexible working where appropriate and a training and development plan for all employees. Employees will receive trauma informed practice training and appropriate support services will be available.

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

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

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

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

Listening to children and young people

Youth Commissioners

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

Youth Assembly

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



Strategic Policing and Crime Board

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

The Strategic Policing and Crime Board workplan will include reports that address the objectives in this Police and Crime Plan. Performance information for the metrics in this Police and Crime Plan will be published quarterly.

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



Public engagement

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

Active Citizens Fund

We will continue to use money derived from the Proceeds of Crime Act 2002 to maintain the Active Citizens Fund. It is a mechanism for supporting community engagement and activism, and local community safety initiatives.

Representative bodies, staff networks, and Trade Unions

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

Transparency

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

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

Public affairs

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

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

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

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

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

Oversight of the use of covert surveillance powers

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

Oversight of the use of counter-terrorism powers

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

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

Safer detention

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

Audit

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

Academic Advisory Board

I will continue to develop the work of the Academic Advisory Board, which aims to both support research into policing and identify areas of future research.

Police and Crime Panel

I will continue to engage with West Midlands Police and Crime Panel, using their support and scrutiny as part of our work.



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

Financial Probity

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

Financial Resources

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

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

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



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Financial Planning

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

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

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

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

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

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

Grants and Services Commissioned 2021/22

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

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

The Active Citizens Fund supports local community projects and is funded with money seized from criminals through the Proceeds of Crime Act 2002 and the Police (Property) Act 1897 as amended.

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

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

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

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

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

Consultation Results Analysis

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

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

Across all 6 of these forums, there was an engagement of over 4,622 responses.

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

Phase 1 - Call for Evidence

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

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

1. Overarching themes

- Confidence in policing
- Young people
- Multi-agency working across the region

2. Key themes

- Serious violent crime
- Drugs
- Community policing
- Domestic abuse
- Violence against women and girls

Confidence in policing

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

Young people

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

Multi-agency working across the region

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

Serious Violent Crime

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

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

As part of this, there was support for a greater focus on ensuring young people are invested in at all stages and in a multitude of different ways to prevent them becoming involved in criminal activity.

Prevention work was identified as being important to respondents when discussing Violent Crime. Particular observations and suggestions included education, with particular involvement in schools and place-based working.

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

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

Drugs

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

There was a general consensus across responses in regards to young people and their link to drugs, with early intervention being identified as a way to reduce the amount of young people becoming involved in drugs. Respondents noted the need for greater education on drugs and similarly in relation to violent crime and the need for collaboration with schools to execute this.

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

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

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

Community Policing

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

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

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

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

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

Domestic Abuse

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

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

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

Violence against Women and Girls

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

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

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

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

Phase 2 – Roundtables

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

Serious Violence

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

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

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

Violence Against Women and Girls

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

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

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

Drug Harm Reduction

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

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

Local Policing

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

Anti-social Behaviour (ASB)

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

- Diversion and Prevention:
 - Attendees noted that we can't enforce our way out of this problem. An effective way to tackle ASB is to stop being reactive and identify where and what the major sources of ASB are and get ahead of it. There needs to be a tailored approach to ASB and we need to figure out how to manage expectations of the public as to how these situations are dealt with.
 - It was suggested and supported by attendees to resolve matters of ASB through a restorative approach.

- Multi-Agency Working:
 - “*what we know from history, is that we learn nothing from history*”. To effectively tackle ASB, it requires good multi-agency working.
 - Attendees found that the format of a roundtable could build relationships with partners and could be a way to work alongside WMP.
 - Raised that the PCC role has a unique position to bring those partnerships together as officers will know what local issues are in their area. There is an opportunity to set the agenda on how partnership would work with communities.

Speeding

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

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

Phase 3 – Women’s safety survey

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

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

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

Main Findings:

- 51% of respondents felt very safe in their own home during the day.
- 52% of respondents felt fairly safe when out and about in their neighbourhood during the day, 13% expressed that they felt unsafe.
- 38% of respondents felt fairly safe when out and about in their nearest town or city during the day, 26% felt unsafe in this situation.
- 46% of respondents felt fairly safe in their own home at night, with 13.6% feeling unsafe.
- 35% of respondents felt unsafe when out and about in their neighbourhood at night, 30% felt very unsafe. 17% of respondents expressed that they felt fairly safe in this scenario.
- 51% of respondents felt very unsafe when out and about in nearest town or city centre at night, 31% felt fairly unsafe. 6% of respondents expressed feeling fairly safe in this situation.
- 80% of respondents expressed feeling unsafe following incidents such as cat calling, wolf whistling, up skirting, inappropriate behaviour, 93% did not report this to the police.
- 87% of respondents do/have felt unsafe in the West Midlands.
- 60% of respondents felt unsafe in local neighbourhoods, 5% felt unsafe in a club or bar, 11% felt unsafe in a restaurant, 28% felt unsafe in shops, 67% felt unsafe on a bus, 43% felt unsafe in a taxi. Only 3% of people expressed that they haven't felt unsafe in the West Midlands.
- 49% of respondents have experienced sexual harassment, sexual assault or rape in the West Midland and 80% did not report to the police.

Demographics:

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

Phase 4 - Police and Crime Plan Survey

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

Main Findings:

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

Demographics:

- Birmingham had the highest level of responses with a total of 29% of the 2047 responses we gathered. This was followed by Solihull with 16% and Sandwell with 15%.
- Most responses came from those over the age of 45, with a total of 62% of responses coming from that specific age bracket. Although this is an over-representation, we are comfortable that the youth voice has been fed into the consultation through their own targeted consultation with Aspire4U.
- In regards to gender during this form of consultation, 46% identified as female, 48% identified as male, 3% preferred not to say and 1% preferred to self-describe.
- 14% of respondents considered themselves to have a disability. 68% did not consider themselves to have a disability.
- A total of 72% of respondents declared themselves as being heterosexual, 7% preferred not to say and 5% were from the LGBTQIA+ community.
- 74% of respondents were from a white background. 11% of respondents were from under represented groups and 15% did not declare their ethnicity.

We acknowledge the over-representation of white respondents over the age of 45. Engaging with under-represented communities is something that we were aware we would struggle with, and so ensured that this was something we addressed in other forms of consultation. This was done through the targeted youth consultation and the community consultation, where we engaged with a more specific demographic.

A full list of the breakdowns of responses can be viewed at <https://www.westmidlands-pcc.gov.uk/wp-content/uploads/2021/10/PCP-Consultation-Results-w.pdf>

Phase 5 - Youth Consultation

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

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

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

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

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

Overall reaction

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

Community Policing

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

Disproportionality in policing and the CJS

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

Diversity and Fairness in Policing

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

Drug Policy

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

Safe Travel

- This topic sparked many passionate responses and appears to be a subject young people care about. Many young people felt unsafe using public transport.
- Most incidents go unreported; due to issues around trusting the law or just from avoiding reporting incidents to prevent personal stresses or recalling traumas. Some feel they aren't believed unless there is CCTV evidence.

- There was a disdain towards substance users on public transport, often leading to feelings of anxiety due to unpredictability. They also felt that shouting, fighting, and anti-social behaviour are reasons to avoid buses if possible.
- Actions young people wanted to see to make public transport safer included: more visible and known cameras, police officers on buses/trains, more police patrolling bus stations, and more signage about who to call if there is an issue.
- The majority of those asked said they felt unsafe as a driver or passenger due to dangerous driving on the roads; which some believe is associated with the drug economy. They would welcome more patrol cars and more CCTV to deter people from speeding.
- Majority of young people felt passionately about improving and promoting environmentally friendly transport - but also to make it more affordable.
- They wanted informed and confident young people able to interact with culturally competent policing so that women and girls feel they can report incidents on public transport.
- They want to know what types of experiences or changes in experiences they should expect in the 3 year plan.

Tackling violence

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

Victims and witnesses

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

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

Conclusions

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

Phase 6 – Community Consultation

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

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

Main topics discussed:

Community Policing, trust and confidence

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

Drug Harm Reduction

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

Mental Health

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

Funding

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

Equality, Diversity and Inclusion

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

