![west midlands police and crime commissioner]

Strategic Policing and Crime Board

20th December 2022

Title: Preventing and Reducing Crime

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Purpose of paper

1. This report will provide an overview of crime trends and strategies being pursued by WMP to address neighbourhood crime (pervisouly acquisitive crime) which have an economic impact including fraud, cyber-crimes, burglary, robbery, business crime and vehicle crime.

2. WMP recognises the impact of such crimes on communities and businesses and aims to work collaboratively with partners within the 4P framework (Prevent, Pursue, Protect and Prepare) to tackle these issues.

Fraud and Cyber Crime

3. Fraud is defined as deception used to gain dishonest advantage, which is often financial, over another person. Cyber offences cover any criminal act involving the use of computers and networks (e.g hacking) as well as more traditional crimes conducted using technology. These can then be explained as Cyber Enabled or Cyber Dependent crimes.

4. WMP continues to utilise data from key partner agencies to identify trends and themes around offending types, modus operandi (MO) and geographic typographies. This enables WMP to set priorities for the year and monitor any emerging trends. Data sources include:

    - Data from the City of London Police (CoLP) who are the National Lead Force in both disseminations data and victim data
    - Office of National Statistics (ONS) data
    - National Crime Agency (NCA) data
    - Chain analysis data around cyber trends in crypto market.

5. According to the Office for National Statistics (ONS) in 2020, people are now more likely to fall victim to Fraud or Cyber offences above any other crime type. During the past 12 months, trends within fraud victim data have remained consistent and tend to follow the national picture. There has been a noticeable increase in WhatsApp scams, for example

messages by family members claiming to have lost their phone and asking for money. More recently a trend has emerged in text messages and emails being sent in relation to the current cost of living crisis, for example, impersonating energy suppliers and discussing grants.

6. NFIB 90 is the code for 'miscellaneous/other' that the National Fraud Intelligence Board use for the most common type of fraud disseminated to all forces across the country. This 'miscellaneous/other' category refers to a classification that does not fit into any other single category and currently accounts for approximately 10% of all fraud although this will vary slightly on a monthly basis. This presents challenges to WMP in terms of identifying trends or any potential threat, risk or vulnerability that may be held within this broad classification.

7. The Economic Crime Unit (ECU) within West Midlands Police is a specialist department within the Force Criminal Investigation Department (FCID) that is responsible for financial investigations across the force. ECU is accountable for the investigation of all complex fraud, cyber dependent offence, electoral malpractice, money laundering and leads on asset recovery, utilising the Proceeds of Crime Act (POCA).

8. In order to ensure a victim focused approach, the WMP Economic Crime Victim Care Unit (ECVCU) are responsible for identifying, safeguarding and supporting the most vulnerable victims of Fraud and Cyber Crime. Whilst this is not an investigation tool or means to recover funds for victims, it aims to educate, protect and prevent victims from being repeatedly targeted whilst being tailored to the needs of the individual.

9. The ECVCU also provide advice in the following areas:

- Banking/financial safeguarding issues
- Using Internet securely
- Lasting Power of Attorney
- Banking Protocol matters
- Current Fraud/Scam trends
- Direct link into Victim Support for access to additional long-term support services

10. Due to the high number of victims and the operational constraints of the ECVCU, the victim data is assessed and filtered into 3 categories:

- Romance Fraud – This remains a focus for the force as Vulnerability is frequently a core element of romance fraud victimology, particularly loneliness and isolation from family and friend networks which is often the catalyst for individuals seeking relationships/human interaction online. If they then become a victim, there is often no support network from family and friends after the offence.

- Aged 70+

- NDM score 15+. CoLP will ask the victim a series of five questions and the answers will generate a score out of 35. Different forces will apply different thresholds. WMP will receive victim care data on a victim with a score above 15

11. Any victim who falls into one of these categories is referred into the ECVCU for support. An assessment of vulnerability is then made in order to determine the level of support required which may include protect advice or a visit by the team. Organisations are also treated as a victim and will be offered the same protect advice and support.

12. WMP is required to submit monthly outcome returns to the City of London Police (CoLP), detailing the number of fraud reports filed that month and the relevant outcome codes. This is a mandated request and WMP has achieved 100% compliance, year on year, since its inception in 2016. 70% of all fraud offences are committed from overseas which proves difficult to investigate and finalise. National outcomes are currently 1.5% and WMP are in line with these statistics.

13. The Insurance Fraud Enforcement Department (IFED), within the City of London Police (CoLP) is funded by the insurance industry via the Association of British Insurers (ABI) and has a national remit, investigating insurance fraud throughout England and Wales. Whilst IFED own the majority of 'Crash for Cash' investigations, WMP's ECU continues to have ownership of one investigation which is currently with CPS awaiting investigative advice. Since its inception, IFED has arrested and interviewed over 2,700 suspects, secured over 1,000 convictions and cautions and recovered assets worth almost £3 million.

Business Crime

14. Business crime refers to any criminal offence that is committed against a person or property which is associated by the connection of that person or property to a business. This is a broad area of crime and thus, the paper will seek to respond to the specific questions relating to assault against shop workers.

15. Violence and abuse against shop workers reached high levels during the pandemic. The three main triggers for violence and abuse against shop workers were identified as shop theft, Covid-19 restrictions and age restrictions. Offences that occurred within the height of the pandemic were reported into Operation Colonel, WMP's response to Covid-19, to identify the scale of the crime, as well as any repeat victims and locations. This ensured appropriate crime prevention advice was provided and the tracking of cases through the Criminal Justice System.

16. In terms of the recording of Assaults against shop workers, this crime type is not differentiated from any other assault at the recording stage which presents a challenge in terms of specific analysis of shop workers as victims. However, in terms of violence with or without injury offences, that have a business crime flag, there have been 217 offences year to date.

17. WMP continues to work with a number of retailers to offer advice on the physical layouts of stores to encourage the adoption of designing out crime principles. This is aimed at reducing the harm to staff and limiting the opportunities for perpetrators to carry out attacks. As an example, WMP is currently working closely with One Stop convenience stores and Central Counties CO-OP stores to provide crime prevention advice and implement target hardening strategies.

Neighbourhood Crime

18. WMP recognises the significant impact that neighbourhood crime can have on communites and is committed to developing and implementing strategies across the breadth of the 4P framework to tackle these crime types and make our communites feel safer.

19. In terms of performance, there has been an increase in neighbourhood crime over the last twelve months. Burglary residential has increased by 7.69% YTD, robbery 6.67% YTD, theft from the person 25.20% YTD and vehicle crime 24% (based on data dated 20/10/22). Compared to 2019/2020 since the pandemic Burglary has decreased by 13% being released making it more difficult to commit types of neighbourhood crime.

20. The following section details WMP's overall approach to tackling neighbourhood crime as well as specific initiatives being delivered against the key crime threats of Burglary, Robbery and Vehicle Crime.

21. NPUs undertake a significant role in co-ordinating prevention and enforcement activity in relation to neighbourhood crimes with support from local communities and key partners.

22. Each NPU has a dedicated senior lead for each offence type who ensures that local activity takes place to tackle burglary (Op Turnhand), robbery and vehicle crime (Op Seclusion).

23. NPUs aim to tackle neighbourhood crime by undertaking targeted patrol activity in hotspot areas, managing prolific offenders, prioritising outstanding suspects for arrests by Neighbourhood Task Force teams and ensuring prison recalls and warrants are executed in a timely way. All teams undertake pro-active intelligence led operations including search warrants at 'chop shops', handlers of criminal property and key suspects. neighbourhood teams conduct follow up visits to provide reassurance, prevent repeat victimisation and to 'super-cocoon' the immediate neighbouring area.

24. WMP are also statutory partners in each of the seven Community Safety Partnerships (CSP), where Neighbourhood crime features as a key area of action and priority. The CSP is able to support the strategic analysis of threat as well as leveraging partnership support and funding against key neighbourhood crime issues. This may include CSP led media campaigns, engagement with local businesses and use of partnership regulations to tackle problem locations, for example, Trading Standards or West Midland Fire Service.

25. Each NPU has active Streetwatch and Speedwatch schemes. These are briefed by local officers and PCSOs as well as via the WM NOW platform. Active citizens volunteer in key neighbourhood crime hotspot areas undertaking patrols, identifying potential stolen vehicles and reporting suspicious activity and behaviour. Key crime prevention messages are also passed directly to communities as well as via local channels. PCSOs regularly host community meetings where they are able to engage with local residents to understand community concerns, gather intelligence and reassure the public regarding policing activity against key neighbourhood crimes.

26. WMP is working to reduce the number of outstanding suspects for neighbourhood crimes, individual incident reports are reviewed by supervisors and where evidence exists to facilitate an arrest, outstanding offenders are added to the Police National Computer (PNC) as 'Wanted'. Arrests are prioritised through daily management meetings based on threat, harm, risk and vulnerability factors. There has been positive progress in reducing the number of outstanding burglary and robbery offenders following a recent force initiative called Operation Maximise. This coordinated local and force resources against threats and priorities.

27. As well as NPU support, FCIDs High Harm and Vulnerability team (HHVT) play a pivotal role in co-ordinating the force response to burglary and robbery ensuring all stakeholders are operating cohesively and effectively. Investment in this team has allowed key staff to remain in post during periods of significant operational demand and change, in turn meaning WMP is able to respond to the threat of burglary and robbery in whatever geographical area may be affected.

28. HHVTs focus resource on linked series offences where an individual or group are committing high numbers of offences or offences which are causing the most harm to the community. Where a number of offences are charged together, the offender is more likely to receive a lengthy custodial sentence, removing them from the community and providing a deterrence for others. HHVTs are able to work across NPU areas and with other forces to identify linked offences that span larger geographical areas. For example Operation Modulate is the force response to travelling offenders committing high value burglaries across the force. These offences are centrally investigated and supported by local trigger plans and proactive patrols.

29. A futher priority for the High Harm team is ensuring the best possible victim care and support is provided to victims of neighbourhood crime, in alignment with the victim's code. WMPs High Harm Team have implemented the following approach to ensure a consistent standard is delivered to all victims. The five steps focus on initial and continual contact with victims, the quality and frequency of the updates provided, as well as the appropriate safeguarding and referrals to other partner agencies. The five-step approach is:

- Ensure the victim(s) are aware a report is being filed
- Ensure the victim(s) are aware of the investigating officer within seven days of the crime being recorded
- Ensure a contact plan is established with the victim(s) and compliance is monitored

- Ensure the victim(s) are informed within five days of any arrest, charge or caution
- Ensure the details of relevant organisations who can offer support are provided to victim(s)

30. Other initiatives aimed at tackling neighbourhood crime include the 'Offender to Rehab' programme which has been expanded across Birmingham, following a successful pilot in Birmingham East NPU. programme.The project provides a holistic approach towards offender management and identifies prolific offenders who are involved in high-volume low-level crime and who demonstrate a willingness to address their offending behaviour. The project also offers support around complex needs such as drug addiction. The evaluation of this pilot has now been completed and will be presented to the Force Executive Team within the next month to discuss next steps.

31. Finally, significant work remains ongoing within WMP to bring about a cultural change when dealing with individuals commiting neighbourhood crime under the age of 18. The aim is to prevent further offending without seeking to criminalise young people where possible. This is being implemented through the increased use of out of court disposal (OOCD) pathways with support from Youth Offending Services (YOS) to engage, educate and divert.

Burglary

32. Whilst there has been an increase in burglary over the last twelve months, the volume has still not returned to pre-pandemic 2019/2020 crime numbers. A seasonal increase is usually seen throughout the darker nights and the winter period and as such, burglary is identified as a force priority by the Force Tactical Delivery Board. Despite the increase in demand, there has also been an increase in the percentage of positive outcomes over the twelve-month period. Current outcome rate YTD is 7.3%.

33. Operation Turnhand is the force response to reducing burglary demand and focuses specialist resource to maximise opportunities to achieve positive outcomes for victims. A governance structure has been introduced with a weekly tactical burglary meeting represented by all NPUs and force departments to review performance, assess intelligence and ensure the effective tasking of resource. Local reduction and outcome plans have also been developed and a Force Delivery Plan devised.

Case Study: The Crime Free Programme (FCID Prevent Strategy for Burglary)

34. The Crime Free Programme is an intensive multi-agency rehabilitation programme that aims to target prolific, non-violent, adult burglary residential offenders and provide them with an opportunity to change their offending behaviour. This is achieved through a mentoring network, delivered by WMP, probation and a number of other partner agencies over a three-year period. The programme is supervised in the community and sanctioned as an alternative to prison. It delivers a bespoke, flexible and robust rehabilitation and intervention plan to break up the cycle of crime and support long term lifestyle changes.

35. The aim of the programme is to reduce the number of burglaries offenders commit, enhance victim satisfaction through restorative justice and increase the number of positive outcomes. It also provides a more in-depth understanding of the triggers or motivating factors for offending which in turn, assists WMP with the formulation of stronger preventative strategies around burglary offences in the future.

36. Eligibility of this programme is dependent on the participant being willing to admit to all of their previous criminal history to the police, with an open and honest conversation taking place. This information enables all agencies to identify the most appropriate strategies to prevent re-offending, identify the correct pathways of rehabilitation before their release, and to facilitate restorative justice with all of their victims.

37. Upon successful completion of the assessment phase, the participants are given a community order instead of a custodial sentence and, together with all relevant agencies, are required to reappear before the court to determine progress on the programme so that appropriate changes to the rehabilitation strategy can be made. This is in order to maximise the chances of a successful positive change, as well as providing the opportunity to address any areas of concern or requirements for immediate improvement. Any breaches of the community order are presented to the resident judge, who reserves the right to re-sentence, not only for the original offences, but for all further offences admitted by the participant. In practice, this results in the defendant receiving a substantially increased prison sentence. This deterrent within the programme helps to motivate participants to fulfil the requirements and break the cycle of offending and prison.

38. Since November 2017, the Crime Free Programme has resolved 950 residential burglaries and a large number of other offences including commercial burglary and vehicle crime, resourced with just six members of staff. A large amount of stolen property has also been recovered and returned, and several restorative justice sessions have been conducted. At present around 65% of the cases are successful with no further reoffending.

Robbery

39. The Force Criminal Investigations Department (FCID) ensure the High Harm Teams have thematic ownership and governance of robbery offending across the force outcome rate is currently 9.2%.

40. Significant work is taking place to provide governance and support for the location and arrest of those 'Wanted' for robbery, notably through NPU resources. The use of NPU Thrive Review Meetings has also helped support requests which are monitored by FCIDs Service Improvement Meeting (SIM).

41. Work remains ongoing through Operation Guardian to bid for dedicated resource within robbery hotspots and the funding for additional staff (Redsnapper funded posts to support OOCD work in Birmingham East and Birmingham West areas).

42. In relation to robbery, police officers work closely with YOS and partners to identify opportunities for prevention and intervention utilising OOCD for lower level offending. This is aimed at reducing re-offending and offers an alternative to traditional CJ outcomes.

Theft of Motor Vehicle

43. The volume of theft of motor vehicle (TOMV) offending has escalated over the last three years and tackling this crime type has been a force tactical priority throughout 2022. A Vehicle Crime Task Force was established in September 2022 to focus efforts on this type of criminality. The team look at offending across the force area, with a targeted approach to disrupt activity and bring offenders to justice. In September (the first month of the taskforce) positive disposals for recorded offences of TOMV, were the highest in over two years.

44. At present, there is an international supply chain shortage affecting vehicle production and availability within the United Kingdom. This has resulted in a shortage of computer chips in car production, as well as other essential materials, leading to fewer new vehicles being produced.

45. The current economic climate, logistical impact of Covid-19, Britain's exit from the European Union and the war in Ukraine are potentially contributing factors which have exacerbated supply issues. Consequently, the global demand for second hand vehicles and parts has increased significantly making vehicle theft a high reward and low risk crime for offenders, with just over 1% of recorded offences achieving a charging outcome. In terms of the West Midlands, TOMV and unauthorised vehicle take is currently at 1.22% positive outcome rate year to date.

46. WMP has been undertaking wider intelligence and investigative work to understand a number of key intelligence questions including; the prevalence of 'chop shops', whether vehicles remain intact, whether vehicles or parts remain in the UK, whether they are used to commit further crime, how they are stolen and whether they are stolen to order as part of wider organised criminality, which may involve the exploitation of vulnerable individuals.

47. WMP continue to work closely with the motor vehicle industry to understand the current trends and issues associated with the crime type. The collaborative approach led by a Superintendent SME, ensures there is a 4P focus with regards to training officers around the MO of thefts, as well as appropriately targeted communication to our communities to aid target hardening around vehicle types and locations.

48. Representatives from WMP work closely with The National Police Chiefs Council (NPCC) to ensure the evolving national picture around vehicle crime is understood and that information is shared appropriately by the WMP Design Out Crime Manager. The principal role of the crime prevention design team is to provide specialist guidance and advice concerning the planning process, influence designers, developers and architects to incorporate crime reduction measures into new and existing developments.

49. Locally, WMP have strong links with Jaguar Land Rover (based in Solihull) and engage in regular meetings with their crime reduction team in order to share information and

understand changes in technology in respect of vehicle theft. WMP have also engaged with industry representatives to develop videos in respect of devices used to steal motor vehicles, in order to enhance officer and staff training around identifying devices, together with how they are used.

50. The force has looked at other innovative ways to highlight the requirement for vehicle owners to take responsibility to safeguard their vehicles. This involved the use of targeted messaging via Instagram by 'geo fencing' dealerships of a vehicle type which was known to be vulnerable. This messaging provided key crime prevention to those who were taking their vehicles in for servicing. This reached over 46,000 people and WMP actively saw reductions in offending in relation to that vehicle type.

51. A full review of vehicle crime outstanding suspects and a focus on arrest/disposal of persons in custody has seen the number of persons 'Wanted' for vehicle crime reduce by almost half over the past two months.The force now has at least one dedicated vehicle crime operation running a day, in order to directly respond to offending.

52. Recovery rates of stolen vehicles have doubled over the past twelve months, from 9% in 2021, compared to September 2022 where the rate was in excess of 19%. In addition, to maximise our evidential and intelligence opportunities, there is now an enhanced offer around forensic examination, this is supported by a dedicated forensic officer being attached to the task force. This provides timelier examinations and reduces the amount of time victims wait to be reunited with their property.

53. Offender Managers actively manage known vehicle crime offenders, as well as looking at diversionary opportunities, such as referrals into the Princes Trust, with a focus on rehabilitation where possible.

54. The Data Analytics Lab (DAL) have been tasked to build a model which predicts where offending hotspots are more likely to be located. The analysis will be focused on the top five most vulnerable vehicle types for theft as identified by the motor industry, as well as WMP crime data. This will help inform our activity in respect of crime prevention and police patrols in order to be more effective in reducing offending.

Vehicle Crime Case Study - Operation Cantil

55. This ongoing initiative is a cross-department approach from roads policing unit (CMPG), FCID, offender managers and NPUs working collaboratively to tackle and reduce car key criminality. The focus on gathering intelligence more effectively is enabling an enhanced ability to identify and apprehend offenders, as well as help to predict and prevent future offending.

56. Since its inception in 2018, Cantil has resulted in 2,636 suspects arrested including 785 suspects arrested for burglary and car theft and the recovery of 1,096 stolen cars.

57. Continuing analysis has highlighted a trend amongst young men and teenagers being recruited by seasoned offenders to offend on their behalf. These indivduals often have no

previous criminal convictions and are being persuaded with the lure of cash and other material possessions. In response, Prevention forms a key part of the longer term Cantil strategy to identify the organised crime gangs who are exploiting such individuals through neighbourhood, intelligence and response-based policing.

Financial Implications

58. Contingency funding is available via the Force Tasking process in order to provide additional resources to manage force priorities or unforeseen events. This fund is is authorised by an Assistant Chief Constable as the FTDB Chair.

59. There has been a shift of contingency fund spending in recent years. 2020/2021 had a strong focus towards support to the Public Protection Unit (PPU), including a proportion to manage outstanding offenders of Domestic Abuse. There were a small number of requests for low level burglary disruption activity, but the vast majority was focused on mitigation and management activity towards violent crime types and public protection activity.

60. During the current financial year, there has been an increased level of support to TOMV under Operation Seclusion. Operation Turnhand also continues to be supported which focuses on burglary residential to reduce offending and improve outcomes for the public

61. What is apparent when considering the detail of the spend is the tactics and methodology is evolving; operations are requesting less mobile patrols within areas, but considering a more precision policing approach using data anlalytics to inform activity.

Victims Code - Legal Implications

62. In order to improve our understanding of performance and adherence with the delivery of the victim's code, WMP are developing a business insight's search to retrieve and report upon victim contact performance. In the interim, the force audits and works closely with the Victims Champions Group to improve our response to this critical issue which is driven by a force level improvement plan which is owned by a Superintendent.

63. When a fraud report is disseminated to WMP, compliance with the victims code begins. Upon receipt by WMP ECU, the victim is contacted and an investigation commences. The scale and complexity of the fraud will determine where the ECU allocate the report to. The ECU conduct a further level of triage and if complex and protracted in nature will remain within the ECU for investigation. If not classed as complex, the report will then be allocated out to volume investigation teams within FCID and PPU. The responsibility for victims code compliance will sit with the investigative teams allocated the report to investigate.

64. The complex investigations that remain within the ECU are all compliant with the victims code including initial engagement with the victim to establish a suitable contact plan, regular reviews by supervision, and victim/witness updates regularly and at key milestones, such as identification of a suspect, arrest, or at conclusion of the investigation.

65. The vast and complex route for fraud investigations to be recorded, both nationally and locally, means that WMP are not sighted on all reported and recorded fraud (i.e. those that Action Fraud record and file but don't disseminate to WMP), as well as the large volumes of fraud that are eventually allocated to investigation teams outside of the ECU. It is because of these factors that the true data and compliance rates with victims code (as a percentage), cannot be ascertained.

66. In an effort to understand performance and adherence with the 12 elements of the victims code, dip sampling audits for neighbourhood crime types are conducted and reported into the Victim's Champions Meeting for each offence of Robbery, Burglary Dwelling, Business Crime, Vehicle Crime and Theft Shops and Stalls.

67. By using our SMS survey data, it reveals that 80% of 2232 victims that completed the SMS survey scored 8,9 or 10 on the satisfied scale.

    - Officer dealing was polite & respectful = 85%
    - Officer dealing was understanding & knowledgable = 80%
    - Officer took time to listen & understand = 82%
    - Officer helped with issue = 70%
    - Victim happy with overall service = 66%

68. The below victims code strands do not fall into the initial phase of recording crime and are delivered as part of the secondary phase of an investigation. By way of reassurance, these elements do form part of the Victim's Champions Board and are included in the improvement plan.

    - **To be provided with information about compensation.** WMP's disclosure and Information Management Team address claims referred in by CICA. MOJ set a target of returns to be completed within 30 days which are now in the process of being audited
    - **To be provided with information about the investigation and prosecution.** As detailed above at the review and allocation phase FIIT offer reassurance and this is done well. Once however crimes are allocated to FCID & PPU investigation teams it is challenging to audit contact and updates, the use of the Connect IIT system for both investigation and file build should make this process better. We continue to work with the Connect Improvement Team to develop improvements to audit and report upon how well we update victims and witnesses.
    - **To be given information about the trial, trial process and your role as a witness.** This area predominately falls to criminal justice and witness care teams. They are reliant upon the detail being provided to them from Crown Prosecution Service (CPS) and Courts and the system used to do this is external to the police; Witness management System (WMS). Recent barrister strike action and the backlog in court cases puts incredible pressure upon all parties involved in the contact, updating and preparing witnesses and victims for court. In addition to the internal Champions Group and Improvement plan, a Regional Forces Criminal Justice Group meet and work to address issues to improve support to victims and witnesses.

- **To be given information about the outcome of the case and any appeals** This element of the code very much aligns to the above and both are aligned and worked on together.
- **To be paid expenses and have property returned.** Expenses are coordinated via court and CPS so WMP are unable to affect this. One of the highest areas of complaints from victim's however is with regards the retention for excessive periods and/or loss of property. There is a very clear process to report complaints, recorded on the national police complaints centurion system. Often when police mishandling property is evidenced a claim is made against police which is processed by PSD and legal services. Where systems and process areas to improve are identified these are highlighted to force and the Champions group can afford a supportive platform to do so.
- **To be given information about the offender following a conviction.** As detailed above such information, especially with regards to appeals and parole hearings are heavily reliant upon CPS and Probation with details contained upon systems external to policing. This entitlement is therefore being looked at as part of the Regional and National Criminal Justice Groups.
- **To make a complaint about your rights not being met.** WMP are able to collate data from Centurion with regards to complaints and specifically complaints made by victims but these are formal recorded complaints rather than those made during the victim's journey which are often subject to service recovery or explained and discharged to the victim's satisfaction. We are not therefore able to specifically recall data of complaints made in respect of failing to deliver aspects of the victims code.

69. All elements of the victims code and it's delivery were subject to a regional workshop held in November 2022 and attended by the lead Victim's Champion for WMP and a number of the subsidiary lead champions.

70. WMP are committeed to ensuring the victims code is applied for all crimes, ensuring the victim is placed at the centre of any investigation.

Equality Implications

71. WMP sees the Equality Impact assessment (EIA) process as an important tool, not only to demonstrate due regard to areas of the Public Sector Equality Duty (PSED) but as another channel to identify ways in which officers, staff and our communities are treated fairly. Currently there is no formal process to complete full EIAs for specific crime types, however a number of processes across WMP are in place to hold departments to account and ensure we're considering the PSED in our work.

72. As part of WMP's Fairness & Belonging strategy 2021-2025, we have three objectives which focus specifically on establishing and embedding an EIA process in force:

- Departments to have a suitable number of trained colleagues (proportionate to the department) capable of undertaking Equality Assessments.

- Create a culture where departments undertake Equality Assessments and capture these through local F&B plans.
- Embed a culture within our partnership structures to undertake Equality Assessments to identify and tackle the causes of disparity in our service delivery.

73. WMP has a formal training program led by a highly experienced and qualified Diversity & Inclusion practitioner. To date over 100 colleagues have been trained across WMP. All new or renewed policies must have an EIA addressing the content of the policy and consideration for who the policy may impact. The Equality assessment steering group is in place to improve knowledge and skills across WMP.

74. There is a need to have external scrutiny such as IAGs and police power scrutiny panels which assess data and quality of interactions. In many cases the use of police powers are in place to support the reduction in the crime types identified.

75. The next steps is currently being completed by the D&I team as part of the F&B priorities as highlighted below:

- Develop a performance framework and dashboard
- Create a check and balance process which will be monitored by D&I colleagues and feedback provided. This will involve checking that what has been identified in the EIA is being implemented in practice.
- The learning portal will contain guidance, videos, hints and tips to support colleagues to complete EIAs and be confident undertaking them
- Develop a tiering system of EIAs in a format similar to below:
  o Full EIAs for departments, functions, projects and policies
  o An "operational EIA" e.g. to be incorporated into lesson plans and operational orders
  o A method of ensuring EIAs are conducted dynamically in daily settings. Whilst this won't necessarily be formally documented, the intention is that all our staff who connect with our communities are constantly thinking about impact in all areas of business. This will be supported with a program to build capability across our organisation and compliment activities such as scrutiny panels and supervisor reviews

Next Steps

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

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