

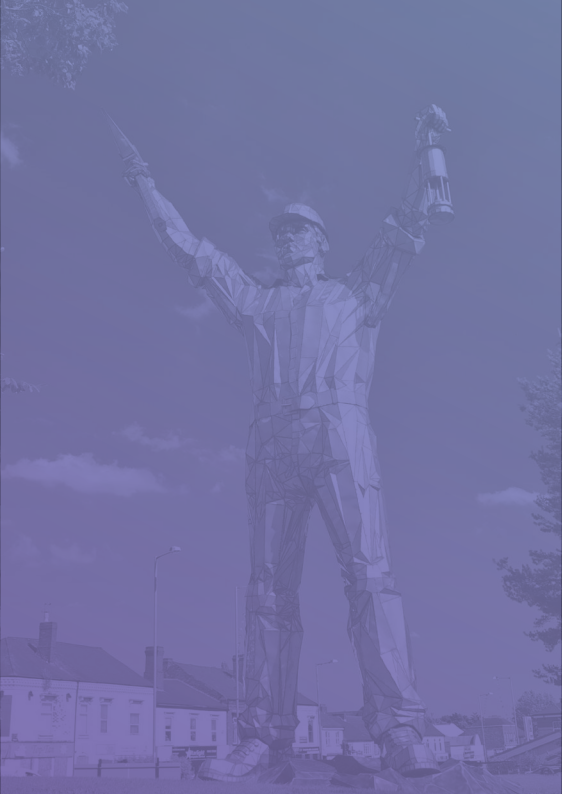


West Midlands Police and Crime Plan



west midlands
police and crime
commissioner

2025 - 2029



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Foreword



My Police and Crime Plan is important, because I have a statutory duty to issue a Plan; it sets out the strategic direction for policing; the Chief Constable must have regard to it when implementing operational policing; and I will use it to hold West Midlands Police to account, on behalf of the people who have democratically elected me.

I believe in the need for a democratically elected and directly accountable Police and Crime Commissioner, whose one and only top priority

is preventing and tackling crime. To be the voice of the people, you must be elected by the people.

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

Following my election in May 2021, I issued my first Plan in November 2021. Having been re-elected in May 2024, I conducted an extensive and wide-ranging consultation. I have prepared and am now issuing my second Plan.

I thank everyone who participated in the consultation, whether at community events we attended, dedicated stakeholder events we organised, responding to our call for evidence or completing the online survey. Regard has been had to all responses and the Plan has benefited from them.

The Plan is based on my 6 key principles, all of which are necessary to ensure justice, safety and security for the people and communities of the West Midlands. They are: prevention, partnerships, trust and confidence, bringing offenders to justice, the rights and welfare of victims and rehabilitation.

As a consequence of having 700 fewer Police Officers, 500 fewer Police Community Support Officers and a national police funding formula that disproportionately disadvantages West Midlands Police in the sum of £40m a year, the force has achieved against the odds.

In particular, the 999 and 101 service is now one of the best in the country; emergency response times have improved; the rate of arrests has increased; more people are being brought to justice; and crime has been cut across communities.

However, there is more that needs to be done. This Plan aims to deliver on this basic aim and that will include, amongst other matters:

- Continuing to re-build community policing with my Neighbourhood Policing Guarantee
- Tackling violence, in particular violence against women and girls, youth violence and knife crime
- Reducing the number of people killed and seriously injured on our roads
- Improving the investigation of crime
- Bringing more offenders to justice
- Ensuring compliance with the Victims' Code

I pledge constant and unremitting action to hold West Midlands Police to account and to work with the Chief Constable and wider partners to prevent and tackle crime and anti-social behaviour, promote community safety and keep people, families and communities safe and secure.

A handwritten signature in black ink, appearing to read 'Simon Foster'.

Simon Foster

Police and Crime Commissioner for the West Midlands

Rebuilding Community Policing

I will:

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



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

Neighbourhood Policing Guarantee

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

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

More officers visible in communities

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

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

Solve local problems with communities

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

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

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

Prevent and tackle crime and anti-social behaviour

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

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

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

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

Preventing and Tackling Violence

I will:

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



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

Male violence against women and girls

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

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

I will focus on preventing and tackling sexual abuse and violence, supporting the continued implementation of Operation Soteria, the national rape and other sexual offences strategy. I will provide support for victims and seek to be an early adopter of the Ministry of Justice’s Independent Legal Advocates service providing access to free legal

advice for victims to enable them to understand, feel confident in and enforce their legal rights. I will address the impact of online harms, such as violent pornography and misogyny.

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

Domestic abuse including children

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

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

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

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



Serious youth violence and knife crime

When people are tragically killed and seriously injured the impact is devastating. As chair of the Violence Reduction Partnership Strategic Board, I oversee implementation of the West

Midlands Violence Reduction Strategy and compliance with the Serious Violence Duty. I will ensure an effective local and regional partnership response to preventing and reducing violence affecting children, young people and communities. I will campaign for sustained funding, aligning with the national mission to halve youth violence and knife crime in a decade. I will work with government to implement youth violence initiatives, including Young Futures Prevention Partnerships and Youth Hubs.

I expect WMP to use all opportunities available for prevention, early intervention and diversion, whilst ensuring robust disruption and enforcement against people who are intent on causing harm to others. I will provide schools with a toolkit to support violence reduction and facilitate programmes that reduce exclusions and enhance the safeguarding of children. A trauma-informed approach enables those



working with children and young people to identify vulnerabilities and respond appropriately. I will continue to commission services in Accident and Emergency Departments and police custody. I will support the provision of other prevention, early intervention and diversionary activity. I will also continue to support local violence reduction partnerships to deliver their violence reduction action plans.

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

Serious and organised crime and exploitation

Preventing and tackling serious and organised crime is a national Strategic Policing Requirement and I expect WMP and the West

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

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

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

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

Violence against retail and business workers

Violence against retail and business workers is unacceptable. I expect the police to attend violent retail crime incidents and target offenders and for neighbourhood officers to support engagement with Business



Crime Reduction Partnerships and Business Improvement Districts, to increase reporting and improve intelligence sharing. Innovative facial recognition technology will help combat violent retail crime.

Safe public places

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

Improving Road and Travel Safety

I will:

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



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



Increase prevention and enforcement against the fatal four

The “Fatal Four” are criminal activities which are major causes of road traffic collisions: speeding, drink and drug driving, not wearing seatbelts, and using mobile devices whilst driving. I will support prevention through my own campaigns and increase fatal four enforcement through Operation Triton. I will target drivers and

passengers from groups and within locations with higher casualties and lower compliance rates. Prevention will start at school with virtual reality road safety sessions and continue with behaviour change campaigns in the most affected areas.

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

I will continue to ensure comprehensive support is available for victims and their families from both family liaison officers and victim support

specialists in the event of death or serious injury, regardless of whether an offender is identified.

Increase third party reporting

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

Prevent and tackle organised criminal street racing

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

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

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

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

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

Safer travel

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

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



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

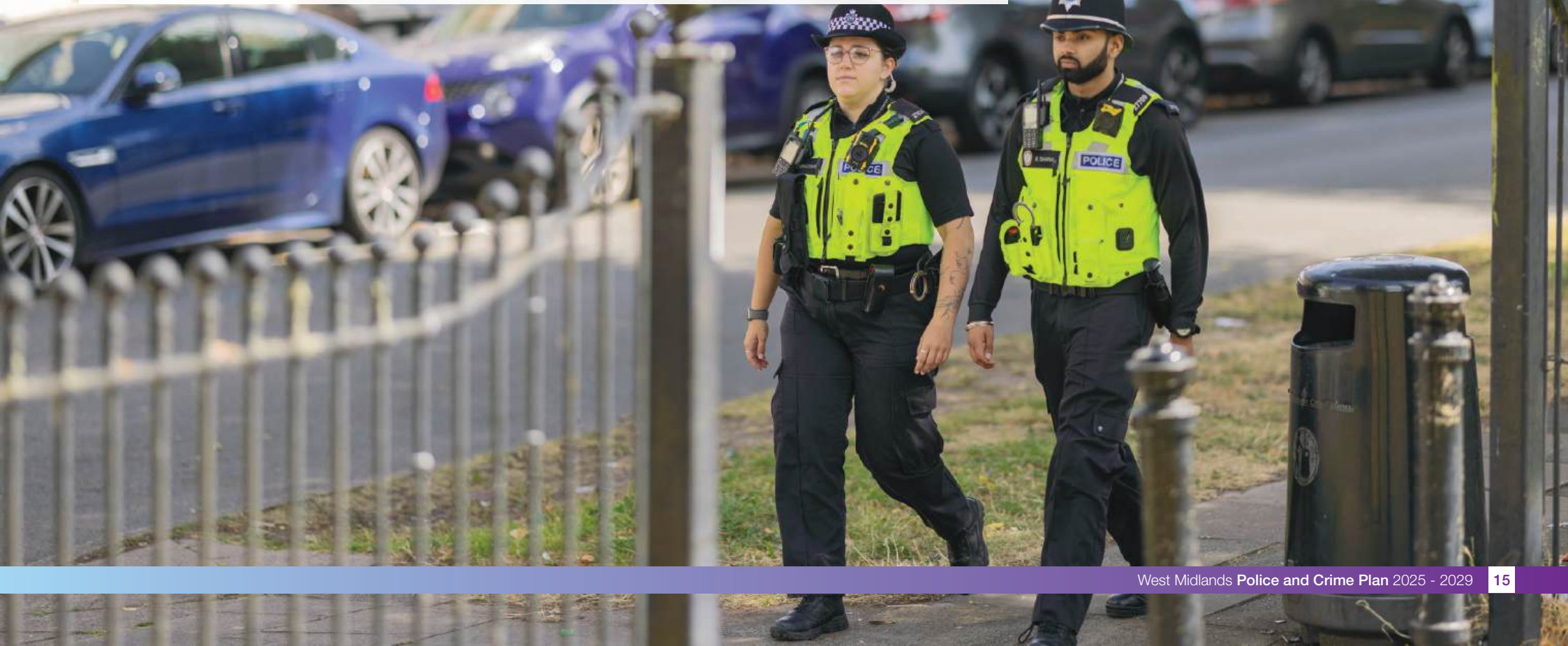
I am committed to working in partnership to deliver the 'Refreshed Regional Road Safety Strategy 2023-2030' and the implementation of the Regional Road Safety Action Plan 2024-2030, to ensure a comprehensive approach to road safety across the region. I will support the Safe System approach, seeking to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

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

Preventing and Reducing Neighbourhood Crime

I will:

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



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

Residential burglary

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

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

Street robbery

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

Theft of and from motor vehicles

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

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

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

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



Crime against local businesses

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

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

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

Fraud and online crime

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

with partners to enhance capacity and capability, ensuring the police are equipped to tackle fraud and online criminal investigations.

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

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

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

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

Protecting Victims and Witnesses

I will:

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



Rights of the victim: Victims' Code of Practice

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

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

Victims' rights and welfare

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

I am committed to enforcing the VCOP within West Midlands Police ("WMP"). I expect them to produce an auditable and proven account

of their compliance. I will hold the wider CJS accountable through the Local Criminal Justice Board. I will campaign for meaningful sanctions for non-compliance with the VCOP, ensuring accountability across the system and strengthen the support provided by victim services to advocate on behalf of victims. I will campaign for criminal justice inspectorates to place a focus on delivery of victims' rights within their regular inspections.

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

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

Access to justice

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

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

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



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

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

Restorative justice focuses on repairing harm between offender and victim. It can be an empowering choice for the victim. I will maintain the



availability of restorative justice for cases proceeding through the CJS. I will seek to extend the availability of restorative justice within OOCRs and explore opportunities to integrate restorative practices into broader services.

High quality support services for victims

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

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

Support by and for specialist services

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

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

Amplify the voice of victims

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

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

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



Building Trust and Confidence

I will:

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



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

Getting the basics right

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

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

Listening and responding to the public

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

I will launch a public perceptions survey to regularly assess trust and confidence in policing to provide an accurate picture of public

sentiment. I will ensure WMP conducts effective engagement with local people through various channels, including seeking community views, providing clear information and holding regular neighbourhood meetings to ensure communication and transparency.

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

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

Best policing for people and in places that need it most

I will ensure access to justice, equality before the law and the rule of law across all communities without fear or favour, whilst prioritising fairness and proportionality in policing. Recognising that crime is unevenly



distributed, I expect the Chief Constable to allocate resources to areas with the greatest need, providing both proactive and responsive policing. This will include enhanced neighbourhood policing and hot spot patrols to strengthen policing presence in high-priority areas, ensure a targeted approach to crime reduction and support the regeneration and resilience of these communities.

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

Outstanding performance and behaviour

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

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



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

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

An Equal and Fair West Midlands

I will:

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



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

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

Fairness and belonging

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

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

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

Inclusive policing

I will ensure WMP are committed to equality and human rights, because they concern the rights and freedoms of all of us. I expect WMP to comply with the public sector equality duty, embedding equality at all levels of the force, including the use of equality impact assessments

to evaluate policies, procedures, practices and decisions. The equality impact assessment for this Plan is available on my website.

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

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

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

Police officer and staff associations support a diverse and inclusive workplace. I will continue regular personal engagement with them. I will ensure Police Officers receive training on personal biases, victim-blaming language and behaviours to ensure an environment where

victims feel heard, supported and confident in the police response. I will also ensure that services for victims and survivors from minoritised communities are culturally competent. This requires training delivery from representatives of the wider community.

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

Understanding, addressing and challenging disproportionality

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

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

I will ensure officers receive introductory and ongoing training on equality, disproportionality, neurodivergence and race. I will regularly scrutinise areas of disproportionality in policing to drive continuous improvements. Additionally, I will work with WMP to address racial



disparities in misconduct and professional standards processes, improving support for Black, Asian, and other racially minoritised officers and staff.

Prevent and tackle hate crime

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

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

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

Bringing Offenders to Justice

I will:

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



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

Increase positive outcomes

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

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

Crimes accurately recorded

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

I will increase opportunities for crime reporting and address reasons why some crimes are underreported. I will make the crime reporting

process accessible and user-friendly, enabling victims to more easily share information with WMP. I will ensure WMP prioritise identifying repeat and vulnerable victims and repeat offenders, so as to ensure proactive, preventative and early intervention actions are taken to reduce re-offending and further victimisation.

Efficient and effective investigations

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

I expect WMP to follow all reasonable lines of enquiry. My aim is for WMP to deliver effective investigations, treating victims with care, compassion and respect, while achieving positive outcomes. I will prioritise resourcing for investigations, to ensure they are completed promptly and effectively in compliance with the Victims’ Code, reducing the number of cases discontinued due to insufficient evidence.



Efficient and effective criminal justice system

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

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

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

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



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

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

Prevention and Rehabilitation

I will:

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



Prevention must always be the starting point, because the prevention of crime and anti-social behaviour will always be better than having to deal with the consequences. Rehabilitation is a win:win. It means less crime, fewer victims of crime, less pressure on policing, public services and the criminal justice system (“CJS”). It saves taxpayers’ money and enables people to turn their lives around and make a positive contribution to society.



Prioritise children and young people

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

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

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

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

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

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

Protecting the vulnerable

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

For people in mental health crises, I will work with partners to ensure safe implementation of 'Right Care Right Person'. I expect there to be an evaluation, focussed on patient outcomes. I will advocate for adequate availability of both beds within secure health facilities and Approved Mental Health Professionals, to enable timely assessment and appropriate support. For women and girls in the CJS, I will continue to promote a trauma-informed and diversionary approach, seeking the appointment of a senior force lead to advance this work within WMP.

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

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



Reduce harm from illegal drugs and alcohol

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

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

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

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

Support and challenge people to address harmful behaviours

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

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

Effective prevention and early intervention can include the use of civil orders to disrupt criminal behaviour. I will seek to increase the use of civil orders including prohibitions to prevent and tackle crime, ensuring



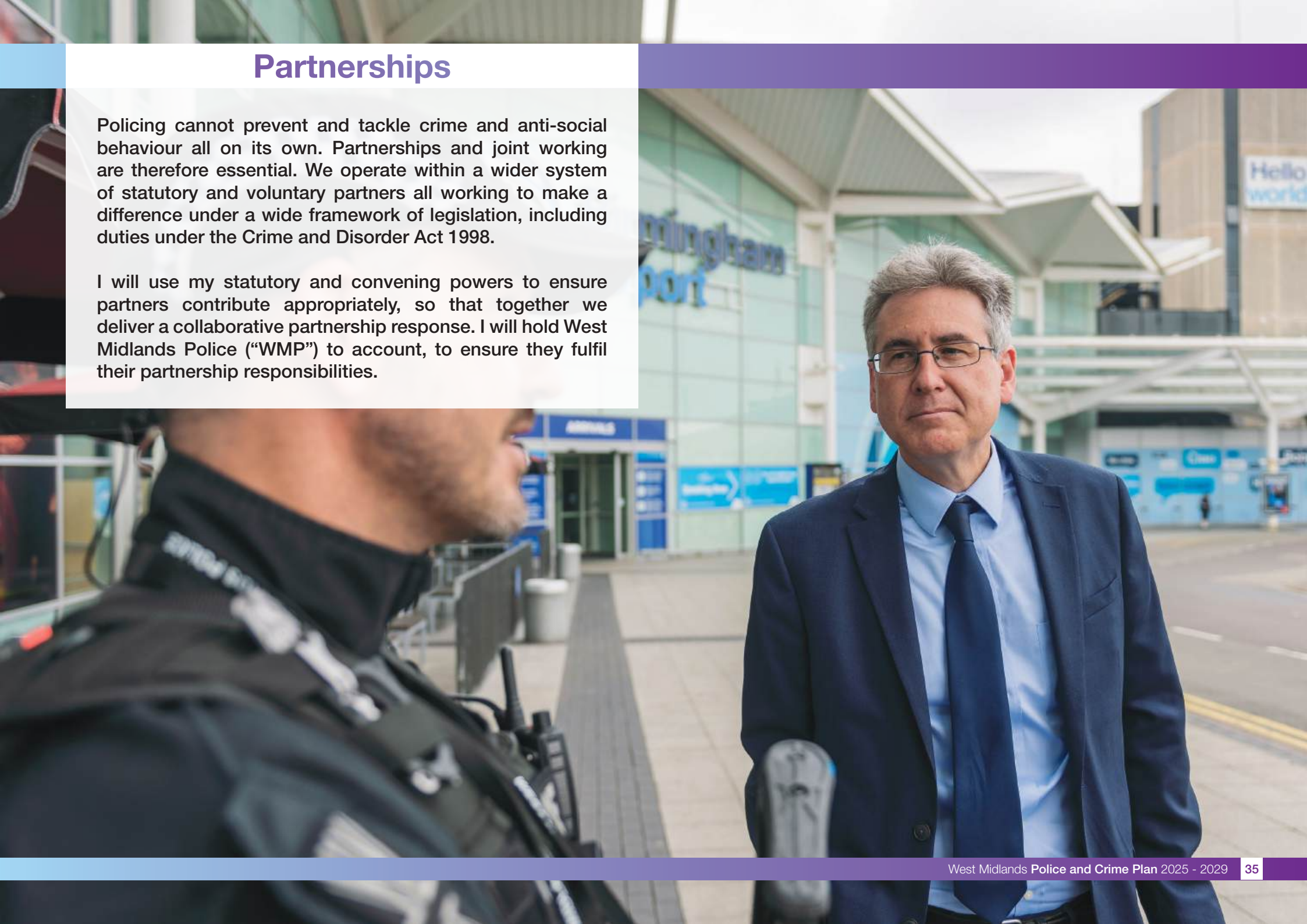
swift action when breaches occur. I will also undertake an evaluation of the effectiveness of these interventions.

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

Partnerships

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

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



Making a difference in partnership

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

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

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

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

Work with government to deliver change

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

- Fair funding for WMP.
- Return of the 700 Police Officers and 500 Police Community Support Officers we have lost since 2010.
- Retaining a democratically elected and directly accountable Police and Crime Commissioner within the West Midlands.
- The national police landscape reform.
- Reducing waiting times for Crown Court cases to speed up justice and improve outcomes for victims.
- Mandating all schools to prevent and address misogyny and violence against women and girls.
- Introducing a new offence of criminal exploitation of children to target gangs responsible for these crimes.
- Improving the National Referral Mechanism to better support all victims.
- Establishing a statutory definition of Honour Based Abuse and Forced Marriage for consistency in prosecution.
- Enhancing national services to better support families bereaved by domestic abuse-related suicide or death.
- Increased powers for Police and Crime Commissioners ("PCCs") to provide enhanced oversight of the wider criminal justice system and ensure compliance with the Victims' Code of Practice.

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

Additionally, I will seek devolution of the following:

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



Effective local, regional and national collaboration

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

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



WMP will contribute to the national Strategic Policing Requirement: tackling violence against women and girls, terrorism, serious organised

crime, cyber events, child sexual abuse, public disorder, and civil emergencies. I expect WMP to play a leading role in ensuring our local resilience and emergency planning structures are effective.

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

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

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

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

People and Resources

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





People

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

I expect an agile and flexible force that can embrace change, with strong recruitment practices and succession planning to develop future leaders. Training will be a priority and I expect a clear people

strategy focused on all necessary policing disciplines, including science, technology and innovation to attract and train the right talent while retaining experienced WMP officers and staff to ensure capability and resilience. WMP officers and staff must have modern, effective equipment appropriate to a diverse workforce to perform their roles safely, effectively and efficiently.

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

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

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

Fair funding

"The system of police funding is outdated and unfair. Funding should be distributed so it goes to where it is needed most. But currently, this isn't the case... More grant-dependent, deprived and urban parts of England and Wales are more likely to be underfunded compared to their needs... The way that the PUP [Police Uplift Programme] funding was distributed means that new officers haven't been appointed where they are needed most... In the absence of increasing the overall spend on the

police, [this] will mean taking money away from some to give it to others. This may be politically unpopular, but it is the right thing to do to make poorer communities safer.”: The policing inspectorate’s (“HMICFRS”) Chief Inspector, “State of Policing; The Annual Assessment of Policing England and Wales 2023”.

WMP has 700 fewer Police Officers and 500 fewer Police Community Support Officers (“PCSOs”) than in 2010. In addition, the national police funding formula is universally acknowledged to be outdated, unfit for purpose and has never been fully implemented. WMP receives £40m a year less income every year than the formula says it should. This is despite being recognised as good for financial efficiency and financial planning.

I will continue to campaign for the return of our 700 Police Officers and 500 PCSOs and fair funding from government. I will also work with the Chief Constable and government to maximise all potential alternative sources of income.

Value for Money

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

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



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

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

As well as providing grants, I will also seek grant funding from external sources to enhance delivery of this Plan. This includes funding from government departments, when made available. However, it is my strong preference that government funding is long term and sustainable,



not reliant upon yearly processes or delivered as ringfenced grants. This enables me to pass on these benefits to local providers, ensuring high quality services.

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

Data and technology

Data is a major resource for policing. To ensure an evidence-informed and learning culture, WMP and my Office will collaborate with academia

to develop a robust technological knowledge base. We will promote efficient exchanges of ideas between policing and industry and explore opportunities with national partners and programmes. By collaborating with statutory partners locally, regionally and nationally, we will support data-sharing initiatives to drive crime prevention and mitigate harm.

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

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

Decarbonisation and Net Zero

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

Accountability and Governance

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

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

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



Holding to Account

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

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

I have appointed a Deputy Police and Crime Commissioner to support me in my role.

Supporting panels and committees

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

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

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

Independent Advisory Groups (“IAGs”) are an important way for WMP to gain insights into and build relationships between communities and policing. I expect WMP to maintain an effective network of IAGs with which I will also engage.

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

Wider oversight

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

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

My governance role extends to regional and national collaborations. I will continue to attend the Regional Governance Group, ensuring efficient and effective delivery of regional and sub-regional collaborations. I will

further my own and my Office's engagement at a national level, ensuring we remain outward facing, seeking to shape the national picture and contributing to and enhancing the work of the new government.

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

Future proofing

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

My Office

I will ensure my Office is efficient and effective, with well trained, supported and motivated staff.

I will work with the Chief Executive to maintain a zero gender and ethnicity pay gap for my Office, paying at least the Real Living Wage.

I expect my Office to be outward facing and engaged with partners and the public.

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

Accountability to the public

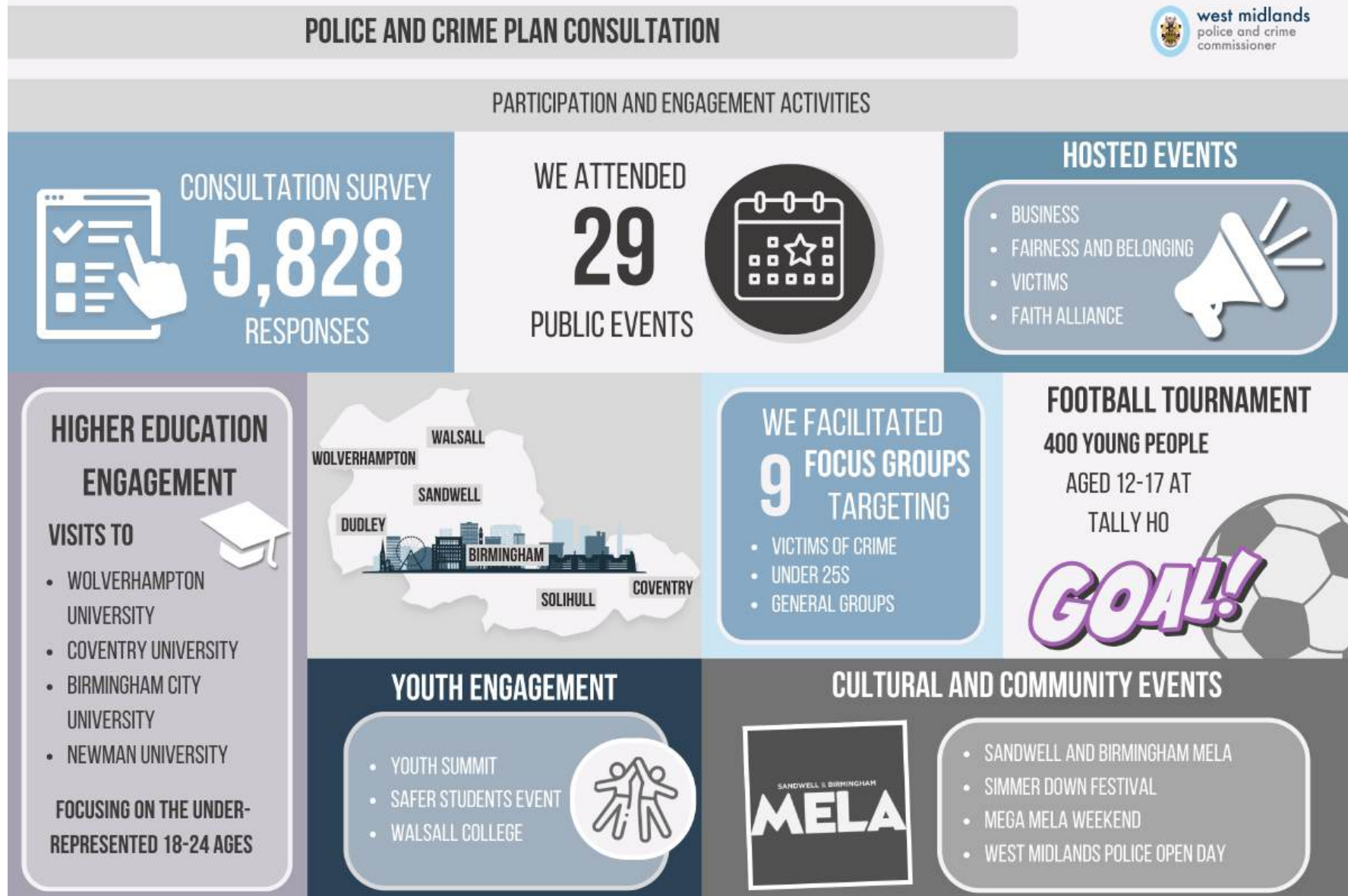
There will be ongoing engagement, via existing forums across the West Midlands, including my regular attendance at community meetings and civic events, to understand the day to day reality of local issues. I will work with community safety partners to reinvigorate local engagement structures. My Office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

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

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

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

A COMPREHENSIVE CONSULTATION WAS UNDERTAKEN FOR THE POLICE AND CRIME PLAN. YOU CAN VIEW A SUMMARY IN THE FOLLOWING INFOGRAPHIC:







west midlands
police and crime
commissioner

West Midlands Police and Crime Plan

2025 - 2029

Please scan the QR code for a digital version of the plan with up-to-date performance metrics.
If you need this publication in a different format, please get in touch via email.

For further information about the PCC, his plan, the budget or how you can get involved,
get in touch with us using the contact email or website provided below.

SCAN HERE



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