



ACCOUNTABILITY AND GOVERNANCE BOARD

Tuesday 26th November 2024

Police and Crime Plan Priority: N/A

Presented by: ACC Bell, Supt Martin Hurcomb

Report: Community Policing

Cover Report

Police and Crime Plan

1. To provide the Commissioner with an updated position following part 2 paper and presentation in January 2024 towards the objectives in the West Midlands Police and Crime Plan 2021 – 2025, in relation to Rebuilding Community Policing.
2. In April 2023, West Midlands Police introduced a new local policing model, that is designed to be responsive to the needs of local people. As part of the operating model, we have ensured that our people are now locally managed and locally based, to increase the visibility of our teams within the local community and enable them to respond quicker to calls for service.
3. At the end of 2023 West Midlands Police launched its new Neighbourhood Policing Ambition. This has now developed into a full 3-year strategy that will build on our existing Neighbourhood Policing structure. To help shape this, we engaged with partners and our communities to ensure our vision and understandings were aligned.

Currently West Midlands Police has the following in place to support building community policing:

- Each Local Policing Area is split into sectors which are based on the geographical boundaries of local council wards with respective supervision, a partnerships team and a proactive element of neighbourhood policing called the Priority Crime Team.
- The neighbourhood policing Chief Inspectors on each Local Policing Area balances the force priorities against what the local communities are telling us are their priorities to produce a single amalgamated priorities list for each sector. This ensures that the strategic direction and resulting tactical action is

clear for our neighbourhood officers and these priorities are refreshed every two weeks in line with tasking and coordination cycles.

- Using Problem Management Profiles (PMP) the local sector Inspector will write a detailed tactical plan against that strategic priority strand. This PMP will direct the tactical response, coordinate work between teams and analyse the outputs against the intended outcomes in real time to ensure that the tactical plan is delivering against the strategic priority.
 - We utilise a Priority Crime Team which is a mix of uniform and non-uniformed specialist assets to deliver proactive policing within each LPA as an additional tactical intervention for any crime type. Visibility as well as any other deployed tactic are monitored through neighbourhood tasking, and we undertake reality testing to ensure that what has been deployed on paper is happening in practice.
 - Our neighbourhood policing teams also work with locally based Intelligence Teams, Local Offender Management Units and partners to identify groups or individuals who are causing us the most harm.
 - Details of our neighbourhood teams are published on our website which includes officer names, team email addresses and social media accounts.
 - The new operating model ensures that each Local Policing Area has a local Corporate Communication person based locally. This has enabled Corporate Communications to work closer with each Local Policing Area to deliver key local news and information via WMNOW and social media platforms. We have used social media to demonstrate to our communities when we have tackled or resolved an issue.
4. To continue to embed and achieve the commitment within the Neighbourhood Policing Strategy the force is embarking on a neighbourhood policing redesign with a view to any changes taking place early into the new performance year of 2025-2026. A superintendent will be dedicated to this work and it will be governed through the force Change Board. This work will be informed by the national productivity review, HMICFRS criteria for what is good neighbourhood policing and the National Neighbourhood Policing Principles and performance framework.

Neighbourhood Policing Strategy 2023-2026

5. Our Neighbourhood Policing Strategy outlines our commitment to ensuring that neighbourhood policing is a fundamental part of operational policing within the West Midlands. The approach to neighbourhood policing within the new local policing model already sees an increased number of police officers across all areas of the region, allowing neighbourhood teams to deliver policing locally and to focus on community problems. We will continue to protect local policing capacity to ensure delivery of a sustainable response to local issues.

6. There are varying levels of vulnerability and criminal activity across neighbourhoods. Focused policing activity is, and will continue to be, targeted towards the people and places according to the needs of the communities, by taking into account threat, risk, harm and vulnerability, to reduce crime and protect those most vulnerable in society. We do this by identifying the differing needs of communities and targeting activity at individuals that cause the most harm, and places that create the most demand.
7. Analytical capability is essential to the identification of drivers which cause and maintain problems within our communities. Robust analytical capability ensures problem solving activities are based on a good understanding of the causes of problems and are part of an evidence-based approach. We continue to share data, analysis and practice within force and across the service and with partners. This has been particularly driven through the Project Guardian Intelligence Team who have developed 17 problem solving profiles. Every LPA has received a number of profiles to help them to commence problem solving approaches to some of our most stubborn violent and anti-social behaviour hot spots.

Training and Development of Neighbourhood Policing Staff

8. West Midlands Police are committed to developing our officers, staff and volunteers, as outlined in the Neighbourhood Policing Ambition 2023 -2026. This compliments the NPCC Neighbourhood Policing Principles and objective to develop and professionalise Neighbourhood Policing training, through a standardised and structured training curriculum.
9. The ambition for 2024 is to develop and deliver a Continuous Professional Development (CPD) Programme for all current Neighbourhood staff, which builds on the comprehensive training provided to officers and staff during initial training (student officer/staff pathways).
10. WMP & Staffordshire University Neighbourhood policing training pilot course feedback and evaluation was extremely positive, both from neighbourhood staff and course facilitators. Evaluation has been shared with the College of Policing (COP) in support of the current national Neighbourhood policing training pilot that will provide dedicated training for officers and staff in neighbourhood policing teams across England and Wales.
11. The Neighbourhood Policing Pathway is currently being piloted and covers issues specific to the role of being a neighbourhood police officer and police community support officer (PCSO).
12. Policing Minister, Dame Diana Johnson, has now confirmed government funding and support for a rollout to all forces.

13. Training focuses on tackling anti-social behaviour, like drug dealing or drug use in public places, nuisance behaviour on our streets which cause harassment, alarm or distress, and street drinking. It will also cover community engagement, supporting officers to build relationships which help to gather intelligence, reduce crime and develop plans to address local issues. There is also specific training for those who lead neighbourhood teams.
14. Most of the training will take place in person with other work done on patrol and some online learning. Those who pass the course will be recognised as specialists within policing and be on par with colleagues in other areas of policing like investigations.
15. The pilots are expected to finish at the end of March 2025, after which the training programme will be refined before being expanded across the country. WMP NH policing leads retain regular contact with the COP to ensure we are well placed to develop and implement the training programme during 2024/25. Further information and updates will be provided to the OPCC.
16. Whilst the National Neighbourhood Policing Pathway develops, Problem Solving Training for all staff working in Neighbourhood Policing Teams is being rolled out. This commenced in April 2024 and is a two-year training programme for 1500 staff working within the Local Policing Portfolio of WMP. The current cohort of trained members of WMP is 359 (to end of Sept 2024) from PCSO to Inspector ranks. The training involves 2 days face to face training from a specialist provider.
17. In October 2024 WMP will commence an evaluation exercise of the training delivered to determine the added value, embedding the learning into operational activity of police and partners, and what outcomes were achieved for the community. The first phase of the evaluation will focus on the training being applied to the work of WMP, with a second phase to commence in January 2025, that seeks to determine the actual impact of the training to police and partner activity with emphasis on the outcomes delivered using the training.

Engagement

18. Every LPA has produced an engagement plan which details how they will engage, how they will consult with their local communities and how they ensure there are opportunities for the public to participate and have an input into their local policing priorities. They also detail how engagement is measured on LPA. These will be made available both internally and externally during November.
19. We currently have 122,407 members of the public signed up to WMNow. On average we see an additional 348 people sign up to the system every month from across the force area (based on the previous six months).
20. The force has also recently moved to Single On-line Home (SOH) as a means of sharing with the public who their local neighbourhood team are, their contact details and what their local priorities are. We know that it is important that our communities

can see the most accurate information and our move to the National Single Online Home platform has made this easier. The local Sergeants now have access to update changes and the platform provides the opportunity to describe the local policing priorities local teams are concentrating on, and the action they are taking to deal with them

Visibility

21. The Officer Visibility dashboard is a tool that quantifies the time spent by officers inside police buildings and outside in the community. Time in the community is defined as 'visible time' and is further broken down to neighbourhoods. This is accomplished by performing complex geospatial operations on the historic location data (airwaves) produced by all officers' radios.
22. The dashboard has been in development by the Data Analytics Lab throughout the last year. It has gone through an ethics committee and is currently being internally assured and tested by a small pilot group. A beta testing phase will start in early November where it will be usable by a larger audience. During this phase feedback will be taken and used to improve the dashboard features and usability.

Primary features include:

- Total visible time.
- Percentage of time visible.
- A map-based view for assessing the spread of visibility over the WMP area.
- Location based abstraction time percentages for NPT and Response resources.
- The ability to view these metrics at an individual, team and department level, as well as various geographic levels, from LPA to sector to neighbourhood.

This will support the Force with:

- Strategic deployment decisions and enabling identification of gaps in our coverage.
- Evidence of officer visibility for local community forums and other partners, in order to instil confidence that the Force is focused on local policing.
- Enable managers to better understand performance (with other metrics), enabling improved management and hence effectiveness and efficiency of officers.

Impact Areas and Targeted Guardian Patrols

23. Impact Areas and Targeted Guardian Patrol locations across the Force are prioritised by each LPA as a whole LPA response, as opposed to sole responsibility sitting with a relevant neighbourhood team alone to build community confidence by preventing and reducing crime and anti-social behaviour. Neighbourhood teams provide

dedicated ownership and co-ordination to each Impact Area locations, whilst supported by resources from departments such as Priority Crime Teams (LPA resource), in addition to force/operations capability, with the regular deployment of force resources into Impact Areas across the Force. Furthermore, Impact Area and Targeted Guardian Patrol locations receive additional funding via the Force Tactical Tasking Group to uplift resource and activity. Finally, support is also provided by Local Authorities (Community Safety Partnerships) and other relevant stakeholders to ensure problem solving within such vulnerable locations is multi-faceted. This is governed via Local Community Safety Partnership and Partnership Taskings Forums.

24. Project Guardian, through analysis, has identified 80 hotspot areas across the Force area; 46 are Serious Youth Violence/Robbery and 34 are Anti-Social Behaviour focused. These hotspots are known as Targeted Guardian Patrol (TGP's) areas and represent 1.6% of the Force area, and 18% of the volume of violence with injury and 20% of the harm of violence with injury; treating these locations with additional policing visibility, enforcement and engagement is proven to have an impact on the most harmful crime, in this case, knife crime. The most recent assessment (August 2024) shows that within the 46 Serious Youth Violence/Robbery TGP's there has been a -15.8% reduction when comparing 2022/23 with 2023/24, this is a reduction of 842 victims of violence with injury and robbery.
25. Officers are scheduled to patrol the locations on randomised days, fulfilling a one in every three days compliance. The officers are tasked with a specific two-hour window to patrol which is temporally aligned to the offence times, i.e. they are tasked to be in the right location, at the right time, we ask for a minimum of 60 minutes of patrol. All patrols are GPS tracked to ensure the patrol is compliant, officers utilise a TGP APP on their mobility device to Check -In and Out of the patrol and also report on any arrests, Stop and Search, Intelligence submissions and Referrals made as part of the patrol. This approach to increasing policing visibility in the most harmful hotspots results in an average of an additional 1400 hours of police officer time each month.
26. Our investment in these areas has led to reductions in the fear of crime, crime and anti-social behaviour and the total amount of harm caused by crime in Impact Areas. Crime in the first 6 months is down -4.3% within the West Midlands including -4% in our impact areas. Crime harm in impact areas for the first 6 months has also reduced by -13.2%.
27. ASB is monitored via TRM, Service Improvement Meetings, Quarterly Performance Reviews, LPA and partnership tasking forums and a variety of local partnership arrangements that report into the local Community Safety Partnership on an LPA. Resourcing and prioritisation takes place through these forums. WMP is in the process of developing an ASB risk assessment to assist in this process, exploring best practice examples from other forces.
28. The Incidents QLIK dashboard show incidents with an ASB closure code for the force and breaks it down into LPA's. LPA partnership teams have an ASB officer who provides an essential link to partners and expertise and will dip sample and audit ASB reports.

29. ASB non-crime data is also available on QLIK but WMP, like the majority of other forces recognise that the recording of ASB can be improved. Under Chief Superintendent Paul Drover, we have an ASB improvement plan to improve our Crime data integrity in this area. Progress is being made but we are not yet satisfied with where we are at currently.

Special Constabulary

30. The WMP Special Constabulary is currently being restructured and will see Special Inspectors, Special Sergeants and Special Constables aligned to Local Policing Areas (LPA) and Specialist Force Departments, under the operational ownership of a regular Chief Inspector. Restructuring the WMP Special Constabulary in this way allows Specials to be more integrated with local teams and allows for them to be directly tasked in line with local policing priorities. Operational ownership at an LPA and Department level will also allow for Specials to be upskilled and trained in line with local requirements, most appropriately suited to the role they perform. Consultation with Specials identified that this approach would provide them with an improved feeling of inclusion and greater opportunity for development and support.

31. The WMP Special Constabulary is currently made up of 200 Specials and is represented across all 7 LPA's and a number of Specialist Force Departments, including Airport Policing, Force Traffic and Public Protection. West Midlands Police (WMP) continues to openly advertise, campaign and recruit for Special Constables with an aspiration to increase the establishment to 300 Specials. The table below shows the current establishment and how Specials are deployed across West Midlands Police:

Department/LPA	Specials
Force Executive Team	1
Workforce & Resourcing	4
Birmingham LPA	56
Coventry LPA	20
Dudley LPA	17
Sandwell LPA	14
Solihull LPA	12
Walsall LPA	14
Wolverhampton LPA	13
Motorway Policing	20
Operations (Airport & Traffic)	12
Public Protection	1

Student Officers	16
Total	200

32. An overwhelming number of Specials already volunteer their time to policing, which exceeds 16 hours each month. As part of the ongoing restructure and feedback received from Specials during consultation, it is likely that this number will increase due to a greater feeling of inclusion and alignment to teams and local priorities. Since January 2024, the number of Specials who have volunteered more than 16 hours in a single month is 168. The average number of hours per month over all active officers since January 2024 is 23 hours, although there are wide variations within that average.

Police Community Support Officers

33. We are committed to ensuring that our Police Community Support Officers (PCSO's) receive proper training and career development equivalent to other specialist staff within policing, as outlined in the Neighbourhood Policing Ambition 2023 - 2026. This compliments the NPCC Neighbourhood Policing Principles and objective to develop and professionalise Neighbourhood Policing training, through a standardised and structured training curriculum.

34. West Midlands Police currently have an agreed 300 PCSO's distributed across all LPA's. We continue to see a steady number of PCSO's become police officers but we are maintaining our total numbers through an ongoing recruitment process. We have recently had a new PCSO cohort arrive from training school onto LPA's.

Educational Partnerships

35. West Midlands police continues to be committed to working closely with educational settings across the force area and has invested in Schools Intervention and Prevention Officers (SIPOs) and Early Help roles. The officers in these roles engage and work closely with a total of 664 educational settings across the West Midlands area including pupil referral units, alternative provision, primary schools, secondary schools and colleges. The officers are embedded within their local policing teams and their core roles includes the following: Supporting opportunities for the early identification of vulnerability; building trust and legitimacy with young people through meaningful engagement; providing early help or intervention to young people; embedding trauma informed policing and providing a coordinated approach to delivering evidence-led interventions to young people. The work undertaken by SIPOs is bespoke to each school and they are highly valued by the schools they are integrated into.

36. A review of WMP School Intervention Police Officers and Early Help Officers is underway to seek to identify best practice across WMP and bring some further consistency to the work of these colleagues who form part of LPA Partnership Teams. The desire is to ensure these resources are efficient and are universally applying a problem-solving approach to interactions with young people in line with the priority to reduce Serious Youth Violence, knife crime and other harm committed and

experienced by this younger group. This work will ensure the roles align to the principles in the recently published WMP Neighbourhood Policing Strategy Engaging Communities, Solving Problems and Targeting Activity.

Mental Health – Right Care Right Person

37. The Force has continued its work with partners, to support and understand the need of people suffering Mental Health crisis.
38. There has been a recognition that the police service has over the years entered a space for which they are having to provide the face of mental health care to those in crisis often placing officers in an impossible position as they are not trained or equipped to manage the complex needs of such individuals. This challenge is not unique to West Midlands Police but a challenge faced nationally.
39. To address these challenges a national working group was established and through the National Police Chiefs Counsel and the College of Policing guidance was provided to police services on how to implement Right Care Right Person (RCRP).
40. As a force we opted for a phased implementation program with a focus on a true system response establishing a strategic RCRP board, with representatives across the health system, Local Authorities, West Midlands Ambulance Service, Warwickshire Police and the third sector.

This board agreed to work to five principles:

- We commit to working collaboratively for the people of the West Midlands.
 - We recognise the need to work together to collectively understand what the “right care” and the “wrong care” is for each agency’s individuals.
 - This is not a single agency or organisation’s responsibility. This is the responsibility of us all.
 - We will meet regularly to set an appropriate pace to ensure we provide a safe service for individuals.
 - We are willing to trust, respect, and empower each other to be the best we can be together.
41. With these five principles at the heart of the project we have worked closely agreeing implementation dates and continue to work together to implement the remaining phases.
 42. We are at the start of a very complex journey but we all recognise the importance of continuing to work together to provide the person in crisis with the right care, at the right time by the right person and as partners we have agreed to:
 - Collect and share relevant data to ensure we have a shared understanding of the demands mental ill health is placing on the system. This is to include the voice of the patient.

- Maintain a strategic governance board to continue to support the system through the RCRP project and any ongoing challenges moving forward.
- Agree overarching strategic policies ensuring responsibilities are allocated to those who are best placed to discharge them, bearing in mind the different purpose for which health and social services, third sector and the police service exist.
- Change internal policies and procedure to ensure the Police remain patient focused and only use restrictive powers when necessary. Ensuring we have a balanced response as we still need to investigate and prosecute offenders of crime even those offenders who have complex mental health needs.
- Improve our workforce's knowledge through focused training and continued professional development.
- Agree Key performance indicators to ensure we hold each other accountable for providing the patient with the right care.
- Regular reviews to ensure we take opportunities to learn from those things we do well and those things we can improve.

43. West Midlands Partners intend to commence implementation of the final phases of RCRP during November 2024. These are the key phases that start to transform the approach we collectively take to care for and respond to those in Mental Health crisis (s.135/s.136 Mental Health Act and transportation). A key aspect that will be in place in November will be a single phone number for police officers and staff to call for expert advice prior to making a decision around the best approach to care for that individual, and where relevant protect the public.

44. West Midlands Police started to take a 'Trauma Informed' approach, train staff and more latterly develop a specific Trauma Informed Strategy over the last 10 years. This is both internally and externally and is a crucial element of equipping our staff to not only deal with their own trauma but also to ensure staff have awareness and confidence to understanding and manage the impacts of trauma in others. Chief Superintendent Kim Madill leads this work, working closely with the OPCC, Violence Reduction Partnership and the West Midlands Trauma Informed Alliance. Staff within Response, Public Protection and student officers are key target audiences for Trauma Informed training to assist in how staff deal with domestic abuse, child abuse and sexual assault.

45. Chief Inspector Stephen Taylor has developed an advisory group to better understand the needs and requirements of people who are neurodivergent in our communities.

This has already led to us improving our understanding and treatment of people who are neurodivergent who find themselves in police detention.

This has been implemented in WMP and is being evaluated with the intention of sharing nationally as best practice under both the NPCC custody and neurodiversity portfolios. The work continues and is expected to give valuable insights in how we can improve the service we provide to neurodivergent residents, witnesses and victims.

Financial Implications

46. There are no direct financial implications as a result of this report.

Equality Implications

47. The Uplift Programme was subject to EQIA (please see previous document) and there have been no substantial changes since January 2024.

48. Community engagement has continued throughout all LPAs and the views of communities are captured through IAGs and scrutiny panels. These views inform SLT decision making and support inclusive culture and working practices.

49. Right Care Right Person has been adopted following partner agency engagement and officer training, it has been subject to EQIA.

Equality Assessments

Please refer to **Rebuilding Community Policing – Part 1**

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