



west midlands
police and crime
commissioner

STRATEGIC POLICING AND CRIME BOARD

**Notes of meeting held on Tuesday, 2 June 2015
in Committee Room 6, Council House, Victoria Square, Birmingham**

- Present: Jamieson, David – Police and Crime Commissioner
Abbott, Faye – Board Member
Connor, Brendan – Board Member
Foster, Cllr Judy – Assistant Police and Crime Commissioner
Hannon, Cath – Board Member
Hendricks, Ernie – Board Member
Mosquito, Cllr Yvonne – Deputy Police and Crime Commissioner
Sawdon, Cllr Tim – Board Member
- In attendance: Richard Costello – External Affairs and Communications Manager
Hickman, Fiona – Governance Manager
Jardine, Jonathan – Acting Joint Chief Executive
Larmour, Michelle – Assistant Chief Constable
Shariff, Alexander – Head of Change Portfolio and Relationships
Sims, Chris – Chief Constable
Wentzell, Mark – Policy Manager
Williams, Mike – Chief Finance Officer
David Wilkin – Director of Resources
- Observers: 8

062/15 Opening Remarks

062/15

The Commissioner welcomed members of the public to the meeting. He also welcomed ACC Michelle Larmour to her first Board meeting. She had succeeded ACC Garry Forsyth who had been appointed Deputy Chief Constable of Humberside Police. The Commissioner asked for his thanks to ACC Forsyth for his exemplary contribution to policing in the West Midlands to be put on record.

The Commissioner made reference to recent media articles about combined authorities and metropolitan mayors in which he had been quoted frequently. In his view, if the West Midlands local authorities were to combine, it could be of great benefit to the people of the West Midlands.

063/15 Conflicts of Interest

063/15

The Chief Finance Officer declared an interest in relation to agenda item 5. He was a Non-executive Director of Coventry and Warwickshire Partnership Trust which provided childrens services and had a part in the Coventry MASH.

Although it was not a conflict of interest, the Commissioner reminded those present that all councillors had corporate parenting responsibilities for children in care.

064/15 Apologies

064/15

Apologies had been received from the Deputy Chief Constable.

065/15 Notes of the Last Meeting

065/15

The Board approved the notes of the meeting held in public on 5 May 2015. There was one action outstanding which would be progressed in due course. In the meantime, it would remain as an outstanding item.

066/15 Public Questions and Petitions

066/15

There were no questions or petitions from the public.

067/15 Questions from the Board on matters not on the agenda

067/15

There was one question from the Board which had been raised by Brendan Connor. Unfortunately, owing to traffic delays, he had not arrived in time to ask the question himself. The Deputy Commissioner asked it on his behalf, as follows.

Given the importance of the identification of 'individual vulnerability' in reducing the risk of harm in those crime types which are rising (child sexual abuse and domestic violence):

- (a) How many individuals are currently identified as 'vulnerable'?
- (b) What is the distribution across the Local Policing Units (LPUs)?
- (c) What is the relative increase/decrease over the past 12 months?
- (d) How many individuals have been identified by local authorities via Multi Agency Safeguarding Hubs (MASHs)?

In response, the Chief Constable made the following comments:

- It was an interesting but quite challenging question because of the term 'vulnerable'. The Force had a duty care when dealing with an individual and also had a duty to provide best evidence. In the case of a victim of rape, for example, the Force had to ensure that the victim had proper support and that evidence was gathered in the most appropriate way. Institutionally and

organisationally the Force viewed vulnerability as a point of differentiation. There were many types of crimes or incidents where vulnerability was a factor and the Force treated them differently. It was difficult, therefore, to put numbers on 'vulnerable' people in a sensible way. However, he indicated that:

- Last year the Force had dealt with 72,500 cases of what could be described as personal crime, eg sexual offences (including vulnerable adults), child abuse, and child sexual exploitation. This was a large part of the Force's workload and the WMP2020 work was being built around an assumption that there would be more growth in this area. All front line officers had been made aware, through Operation Sentinel, of vulnerability issues.
- The data about the number of cases per LPU was available on the Force website. There was nothing to be learnt from this in terms of indicating any issues around inequalities or imbalance between LPUs, for example.
- Over the last two years, domestic abuse had grown by 18%.
- It should be noted that there were only three MASHs in existence in the Force area: Sandwell, Coventry and Birmingham. Discussions were ongoing in the other four areas to create MASHs. Over the last twelve months, each of the three existing MASHs had been in the process of developing their role. There was also some complexity around 'double counting'. Dealings with MASHs fell into two categories:
 - Contact – where there was some level of inference from a partner agency that a person was vulnerable. Some cases might have substance and some might not.
 - Referral – where the Force would do some further investigation.

Over the last twelve months there had been just over 10,000 contacts, 4,500 of which had turned into further work. A proportion of those would then generate crime records.

The Board considered the Chief Constable's response and had a wide-ranging discussion during which the following points were noted.

- The 18% rise in domestic violence cases was mainly because of increased reporting. There was a propensity for people to report incidents more now than in the past. There was also justifiable pressure on officers to take these forward so recording of domestic violence crimes was also increasing. Whilst analysis of current reporting and recording could be carried out, it would be very difficult to apply such analysis to the past.
- More resources were required for dealing with cases involving

vulnerable people than for other cases owing to the complexity of the cases and the attention on the vulnerable person that was required. Once the Force had intervened with a family, for example, there was a public expectation that the Force had the capability to prevent further harm. Whilst the Force worked hard with partners to do so, it could not be there 24/7, although officers often felt a level of personal responsibility.

- Not only was there complexity around the partnership arrangements which took time to manage, there was also complexity with court arrangements and special court sittings.
- Reduction in crime did not equate to reduction in police, partner and criminal justice activity and the level of activity would continue to grow.
- Whilst there had been an announcement to extend the Troubled Families programme, the criteria for the programme was not simply about risk and threat. It was not possible, therefore, to map precisely the troubled families against the people identified as vulnerable by the police. There were seven Troubled Families programmes in the West Midlands. It was important that good practice in one programme was translated across to the other programmes. This was a good example of where a Combined Authority might be of benefit to the West Midlands. It could generate better co-ordination, consistency of approach and cross-fertilisation of ideas across the whole area.
- The MASHs were not led by the police. There was genuine shared leadership. There had been some evaluation work carried out on all three MASHs. A great deal of work had been put into thinking through the structures, processes, systems and the way that they operate.
- A substantial proportion of child sexual abuse cases involved children who were in local authority care. This was not surprising as the local authorities were taking responsibility for some of the most damaged and vulnerable children. The focus on this issue had greatly increased and was on all local authority and partner agendas. Most cross-local authority working was in this area of work. The Force, for example, had held a 10,000 Volts event recently for partners and the police which had stemmed from an agreed action from the Preventing Violence Against Vulnerable People Board, chaired by Stephen Rimmer.
- The British Crime Survey did not identify domestic violence crimes separately. It had always been acknowledged as a better indicator of acquisitive crime than other crime types. The Chief Constable thoroughly supported the British Crime Survey because it had been using the same methodology for about 30 years and could be used to track changes over time.

The Commissioner thanked the Chief Constable for his responses and welcomed the opportunity to discuss this important issue in public.

Alexander Shariff introduced the report which provided an update on the WMP2020 programme of work.

The Board considered the report and during the discussion noted the following points.

- The business case for the refurbishment of Lloyd House had included expected savings of about £3m on buildings that the Force would no longer need to lease. The test in the business case, in terms of value for money, was against payback which the Force expected in seven or eight years' time. Potentially there might also be capital gains made at some point. The refurbishment made economic sense and operationally, it would provide more efficient ways of working.
- Following the completion of the front office project, there were now some parts of the Force estate that were not as well utilised as they could be. The Force were reviewing this and some detailed work had already been carried out in relation to Coventry and Walsall. There were some parts of the estate that the Force would always want to keep. As there were longer term issues arising from the WMP2020 Programme of Work which would impact on the estate, it was not possible to predict a time frame for completion of the estate review.
- Any impact on processes further down the line from the modernising custody programme, such as the transportation of prisoners, were all being analysed in detail and would be brought together in the new operating model.
- All the business cases in the proposed Programme of Work were different but the cyber-crime business case was unique because it did not offer any financial savings locally. The Force was committed to providing a service in dealing with cyber crime but currently it was not delivering it as well as it would like. The Force needed to build capacity and capability in this area. It was unlikely that the Force would recommend increasing that capacity until other parts of the programme had been delivered. It would have to be affordable. If there were a plan for national capability to be developed, the Chief Constable would welcome an opportunity to be part of it. There would be potential for significant national financial benefits. However, there was no such plan in existence.
- The Chief Constable would be presenting the WMP2020 business model and methodology to the National Police Chiefs Council meeting in July.

The Chief Finance Officer introduced the report which presented the provisional outturn position for revenue and capital expenditure for the financial year 2014/15, subject to external audit. He drew the Board's attention to the following:

- There had been significant uncertainties when the original budget had been set. During the course of the year there had been a number of changes which had been managed financially within the total budget position.
- The government would be announcing a new budget in July and it was likely that more significant savings would need to be made. It was difficult to guess what impact this might have on police and crime commissioners but a 5% reduction in funding, for example, would equate to a reduction of around £26m.
- The new budget was also likely to put a spotlight on reserves. It was important, therefore, that the Commissioner's approach to the use of reserves was well understood. Understanding the context and the need to have flexibility to respond to key developments and changes was important. The Joint Audit Committee would consider the level of reserves at its next meeting.
- The overspend in the capital budget related to small pieces of equipment that had to be recorded in the capital budget. This was offset by the underspend in the revenue budget.

The Board considered the report and expressed concerns about the effect that substantial reductions in funding would have, not only on policing, but also on partners.

The Commissioner mentioned that he was arranging a cross-party parliamentary discussion with Members of Parliaments from the West Midlands at which he would discuss the concerns raised above.

The Commissioner thanked the Chief Finance Officer and the Director of Resources for their excellent work on managing the budget so effectively.

070/15 Police and Crime Commissioner's Annual Report

070/15

Richard Costello introduced the report which set out the procedure for the production of the Commissioner's Annual Report for 2014-15.

The Board considered the report and made some comments on the draft annual report which had been circulated separately. **ACTION Board members would discuss their comments and any additional suggestions in more detail with Richard Costello by the end of the week.**

The draft annual report has been amended to reflect discussions with Board members.

The Board noted that comparisons had been made with the annual reports of other police and crime commissioners. Some had been much shorter but the Commissioner had decided on a more detailed report. Also, the Police and Crime Panel had recommended more detail when they had considered last year's annual report.

071/15 Outcome of Performance Workshop held on 21 April 2015

071/15

Mark Wentzell introduced the report which provided a summary of the discussions at the Performance Workshop held on 21 April 2015.

The Board considered the report and noted the following points:

- The next workshop was scheduled for 16 June and would cover cyber crime, what neighbourhoods would look like under WMP2020, and road traffic policing.
- It was unlikely that many of the 23 murders during 2014-15 had yet been through the court system. **ACTION In the meantime, Mark Wentzell would provide the Deputy Commissioner with more detail about, for example, the ethnicity of the victims.**
The information has been provided.

072/15 SPCB Work Plan

072/15

The Board noted the work plan and agreed the following actions.

ACTION Stephen Rimmer should be invited to attend a future meeting to report on the outcomes of his Preventing Violence against Vulnerable People work. He would be preparing a report for the West Midlands Joint Leaders meeting, so he should be invited to attend the Board after that meeting.

ACTION A session to dip sample completed complaints files should be arranged as soon as possible.

The next dip sampling session will be held on 7 July 2015.

073/15 Chief Constable Update

073/15

The Chief Constable updated the Board on the following matters:

- **Command Team changes**
The Chief Constable welcomed the arrival of ACC Michelle Larmour and expressed his thanks to her successor, ACC Garry Forsyth. He had taken the opportunity to realign the Command Team portfolios. ACC Larmour would be responsible for local policing, contact and criminal justice and ACC Carl Foulkes would be responsible for crime and public protection. All the ACC roles would now include managing the future direction of the Force as well as operational responsibilities. More details about the former would be provided at the next meeting where the proposed WMP2020 Programme of Work would be discussed.
- **Potential local government changes**
The Force was involved in the discussions about the potential for a combined authority in the West Midlands. It had a very important role to play in shaping the discussions. The Commissioner reinforced how much the Force had to offer to the agenda.

The Chief Constable indicated that he had no items that he wished to

raise in the private meeting. As there were no other items on the private agenda, the Commissioner cancelled the private meeting.

	Outstanding Actions from Previous Meetings	
057/15	Disproportionality in Police Misconduct and Discipline	057/15
	ACTION The Commissioner's office and the Force would have further dialogue about potential further research. In the meantime, the Force would consider the concerns raised during the discussion, the statistics available and how much work might be required to address the issue.	
072/15	SPCB Work Plan	072/15
	ACTION Stephen Rimmer should be invited to attend a future meeting to report on the outcomes of his Preventing Violence against Vulnerable People work. He would be preparing a report for the West Midlands Joint Leaders meeting, so he should be invited to attend the Board after that meeting.	