



STRATEGIC POLICING AND CRIME BOARD

**Notes of meeting held on Tuesday, 7 March 2017
Main Conference room (G2), Lloyd House**

Present:

- David Jamieson - Police and Crime Commissioner
- Ashley Bertie - Assistant Police and Crime Commissioner
- Judy Foster - Assistant Police and Crime Commissioner
- David Thompson - Chief Constable
- Alex Murray - Assistant Chief Constable

- Ernie Hendricks - Board Member
- Brendan Connor - Board Member
- Dr Cath Hannon - Board Member
- Gurinder Josan - Board Member
- Dr Sarah Marwick - Board Member
- Waheed Saleem - Board Member

- Jonathan Jardine - Chief Executive
- Mark Kenyon - Chief Finance Officer
- Ali Layne-Smith - Director of People & Organisation Development
- Neil Chamberlain - Acting Director of Commercial Services
- Wayne Little - Professional Standards Department

5 observers

1 note taker and 2 webcast controllers.

028/17	The Commissioner welcomed everyone to the meeting.	028/17
029/17	Item 1 – Conflicts of Interest There were no conflicts of interest declared.	029/17
030/17	Item 2 – Apologies Apologies were received from Councillor Liam Preece and the Deputy Chief Constable.	030/17
031/17	Item 3 – Notes of last meeting The board agreed the minutes of the meeting of the previous meeting held on 7 February 2017 as an accurate record. Outstanding items from previous meetings There were no outstanding actions.	031/17

032/17	<p>Item 4 – Acceptance of Petitions</p> <p>There were no petitions received.</p>	032/17
033/17	<p>Item 5 – Public Questions</p> <p>There were no questions from members of the public.</p>	033/17
034/17	<p>Item 6 – Questions from the Board on matters not on the agenda</p> <p>1. Please can the Chief Constable comment on the availability of police vehicles to deliver the operational activities of the Force and specifically whether the recent mechanic/technician vacancies have reduced the fleet availability particularly for Response vehicles?</p> <p><i>(To be asked by Brendan Connor)</i></p> <p>The Chief Constable confirmed the following:</p> <ul style="list-style-type: none"> • Overall the delivery of fleet services is fit for purpose and availability has been good at 96% compared to a baseline minimum of 90%. • The Force has done lots of work on fleet availability and the availability of cars and also data recorders on vehicles is good. • There are 27 full time technicians within the department, and three vacancies shortly to be filled. • There is a vehicle checking arrangement to ensure that the cars are properly equipped. The Chief Constable will check again that this checking regime is adequate. <p>2. Can the Chief Constable set out:</p> <p>1. the action the force is taking to tackle gun and knife related incidents?</p> <p>2. An update on the number of incidents that have taken place in the last twelve months?</p> <p><i>(To be asked by Waheed Saleem)</i></p> <p>The Chief Constable and ACC Alex Murray confirmed the following:</p> <ul style="list-style-type: none"> • This is a high profile subject in the West Midlands, with lots of media coverage and significant public concern. • In 2016 there were 110 firearms recovered and 109 firearms warrants executed. There were roughly 14 arrests a week, and there were 2 murders with guns. • With regard to knife crime, there were 40 detections per month, and there were 14 murders with knives in the last twelve months. • Detection rates are very high for gun and knife crime and the number of seizures is also good. • More work is now underway to help prevent gun and knife crimes. This includes the knife bins, violence prevention, work in local communities and work with schools. Research is also underway with Aston University to examine why people carry 	034/17

	<p>knives.</p> <ul style="list-style-type: none"> • Section 60 stops are used by police if there is intelligence that an incident may take place. • There is lots of national work also underway and the Force is working with national partners to join up this area of work. 	
035/17	<p>Item 7 – Headline Performance Report</p> <p>The Chief Constable presented this report, supported by Stuart Gardner. The following points were made:</p> <ul style="list-style-type: none"> • Force performance is strong in comparison to similar forces in other parts of the country. • There are some areas where there could be improvement, particularly after a period of transition. The WMP2020 programme has absorbed a lot of senior management time, and this will be re-focused on improving performance. • Areas where the Force will now focus include vulnerability. There is a good level of reporting around domestic abuse, but the work will continue to develop work on risk assessment. More work will also be done on missing persons. Improvements in these areas will move the Force forward in its' HMIC ratings. • The Force will prioritise areas of traditional volume crime such as burglary and vehicle crime, both of which have seen rises recently. The Force will try and reverse this trend. • Work on active communities and offender management will increase in order to help address these volume crimes. • The West Midlands Now tool is being used to bring in better information on public satisfaction with services. <p>Following questions from the Board the following matters were discussed:</p> <ul style="list-style-type: none"> • Could public sector reductions be a causal factor in the rise in burglary and vehicle crime? This question underpins this year's strategic assessment which will look at the way in which demand moves across the public sector. • Work is underway to mobilise the Police and Schools Panel network. This has been introduced successfully in Birmingham, but more work can be done in other parts of the Force. • The number of complaints against the Force has reduced and this is partly due to the successful triage system in place when people first make their complaint. Work with officers and staff on standards and behaviours has also had an impact. • Domestic abuse reporting has increased which is encouraging. The challenge is to focus on encouraging victims to come forward in cases where they need help and protection. • Re-offending is part of the work programme for the SPCB in July and this will be an opportunity to examine this issue in more detail, particularly the problem of reoffending by young people which is higher than reoffending by adults. • The Force remains slower than other forces when carrying out local complaints investigations. This may be addressed by better risk assessment at the beginning of each complaint to ensure that an investigation is the best way forward, as well as measures to reduce bureaucracy and speed up the process. 	035/17

036/17	<p>Item 8 – Professional Standards Update</p> <p>The Chief Constable introduced the report supported by Chief Inspector Warren Little. The following points were made:</p> <ul style="list-style-type: none"> • The number of complaints is reducing, in line with the aims set out in the Police and Crime Plan. However, timeliness of investigations is still too long. The IPCC complaints regulations are complex and necessitate a bureaucratic process. The Force is using the initial risk assessment for complaint matters to identify the most appropriate outcomes, and also to focus resources on the most serious cases. • The Force is proactive to identify corruption and cases where police officers abuse their position of authority. This includes a focus on scrutinising how information is being managed, looking at national trends and guidance, and using the dedicated capability within the Professional Standards Department (PSD). <p>Following a number of questions raised by members of the Board the following points were discussed:</p> <ul style="list-style-type: none"> • PSD is relatively small in comparison to other forces. However, the resource is adequate and improvements can be delivered by looking at how these resources are used (for example, a reduction in the number of investigations and more local resolutions). The anti-corruption work within PSD requires particular skills, and some of these skills can be brought in from other departments when needed, as opposed to having a larger anti-corruption section within PSD. • Public confidence and satisfaction with the complaint system is assessed through the use of the appeals system (managed independently by the IPCC) and also through the Learning the Lessons process. More work is underway to assess satisfaction rates as part of a review being undertaken by the Deputy Chief Constable. • Whilst complaints are reducing, the category of neglect and failure of duty is not going down. More analysis of this category would be helpful. • The introduction of independent chairs for police misconduct hearings may have the unintended impact that penalties vary hugely across the country for similar misconduct behaviours. At a national level, since the panels were reformed, less officers have been dismissed for misconduct. This may be because the panels now operate in a way which is more legalistic, and very different to disciplinary processes in other areas of employment. The view of the Chief Constable is that the process should be changed so that the Panel continues to make the decision, but the matter of the sanction should be passed back to the Force for decision making. • There is more work to do on disproportionality, which has a combination of causes. There is monitoring data available and this will be included in the next PSD report to the Board. 	036/17
037/17	<p>Item 9 – Dip Sampling of Completed Complaints Files</p> <p>This report provided an update on the dip sampling session that took place on 20 December 2016. The following points were raised:</p> <ul style="list-style-type: none"> • Is the Centurion computer system fit for purpose? It is a national system and it is quite dated. The Chief Constable will discuss 	037/17

	<p>with the Deputy Chief Constable to see if there are any planned changes to Centurion.</p> <ul style="list-style-type: none"> • More feedback on the points raised during dip sampling would be useful. <p>Action: arrangements will be made to provide more feedback and dialogue on the points raised by SPCB members during the dip sample.</p>	
038/17	<p>Item 10 – Developing a Modern Workforce and Supporting our Staff</p> <p>Ali Layne-Smith introduced the report supported by Assistant Director Chris Thurley and highlighted the following points:</p> <ul style="list-style-type: none"> • A staff survey was launched on 6 March, with various easy ways for officers and staff to access the survey. • The new structure within the department is progressing well, with the new assistant directors now in post and adverts placed for a range of other posts. • The College of Policing has introduced a new Policing Education Qualifications Framework which sets out a clear qualification requirement for police officers and also introduces a new degree apprenticeship. <p>The following points were raised and discussed by members of the Board:</p> <ul style="list-style-type: none"> • The Commissioner asked the Chief Constable to explain what value he places on the work of the Specials. The Chief Constable responded that he values the specials and places great importance on their contribution. Lots of members of the public wish to join the Specials, and the Force is responding to how people want to volunteer by offering opportunities for specials to work in specialist areas where they can add significant value. The next step is to recruit more specials because the numbers are too low. One reason the numbers are low is because during a time when the Force faced austerity, there were less resources available to undertake recruitment and training. Going forward, the Force will try and encourage some of the people who apply for other roles within the Force to volunteer to join the Specials. • In the latest police officer recruitment, the percentage of BME applicants was 33% with 29% progressing to telephone interview. The Chief Constable said that we need to look at the process as a whole and look at which stages have the impact on diversity. The process is rigorous, but we need to look at the totality rather than making an assessment at this stage. • Similarly, the ratio of female applicants reduces at each stage. • In terms of progression through police officer ranks, there is more work to be done on diversity. Activity such as direct entry inspectors and Police Now should help to address this, together with joint work with other forces. Similar issues need to be addressed for police staff as part of the work on talent management. • The introduction of direct entry inspectors is a new initiative for the Force. Some other forces are doing more direct entry, but the impact on diversity will be assessed before expanding the 	038/17

	<p>programme in the Force. An effective attraction strategy would need to be in place to ensure the programme attracted a representative set of applicants.</p> <ul style="list-style-type: none"> • Plans for the new cadet scheme are progressing well although it is not intended to be just a direct entry route to becoming a police officer. • The new staff structure in People and Organisation Development will include a post to examine talent and progression, and this will help to understand barriers to progression. • It would be useful to look at the composition of promotion panels and to examine whether a diverse promotion panel is more likely to result in a diverse group of officers being promoted. Currently, staff associations help to monitor the work of the promotion panels and provide some oversight. 	
039/17	<p>Item 11 – Performance Report Intervention and Prevention</p> <p>Chief Superintendents Chris Johnson and Jayne Meir introduced the report, supported by Inspector Ray James from Dudley, Sister Noreen and Sister Bridget from St Mary’s Convent in Handsworth.</p> <p>The report provided an update on Next Generation Local Policing, and highlighted:</p> <ul style="list-style-type: none"> • The new model went live on 28 November 2016. A typology model was developed with Cardiff University which delivered more information than ever before on the resourcing needs of neighbourhood policing teams. • The creation of the Connect and Build element of the delivery model uses PCSOs to build links with local communities. • Activation of local citizens is central to the model. • Development of local teams to respond to local priorities has been successful. • A new Tool for Intervention and Prevention Triggers (TIPT) has been used to identify cases of adverse childhood experience. Inspector Ray James provided an example of when TIPT has been used in Dudley. • Sister Noreen and Sister Bridget gave an update on the Conscious Café project in Handsworth. This is a women only group which spans cultures and religions for joint activities. The project has received some funding from the Active Citizens Fund. • Work is ongoing to assess the success of the new model and the impact it has achieved. Birmingham University is assisting with this work. • All PCSOs across the Force will receive training on the new Model as part of the continuous professional development and will include the themes identified by PCSOs and neighbourhood officers. 	039/17
040/17	<p>Item 12 – Fees and Charges</p> <p>The Chief Finance Officer introduced the report which detailed the proposed fees and charges to be made by the Force in 2017/18.</p> <p>The Commissioner noted that the charges for gun ownership licences should be more realistic and should be set locally.</p>	040/17

	Waheed Saleem passed on his thanks to ACC Cann for clarifying that the police will not be making charges to community groups for policing community events.	
041/17	Item 11 – Strategic Policing and Crime Board Workplan The Board was asked to note the workplan.	041/17
042/17	Item 12 – Chief Constable Update The Chief Constable provided an update to the Board on: <ul style="list-style-type: none"> • Chief Superintendent Jayne Weir has joined the Force in the last year and has recently taken over the lead on Intervention and Prevention. There are initiatives across the Force to prevent people becoming offenders and also to prevent reoffending. The programme of work will include an evaluation of this work. • The recent HMIC report highlighted a diminishing picture of neighbourhood policing which is certainly not the case in the West Midlands. Some of the comments made by the HMIC report were regrettable and did not reflect the West Midlands position. The Commissioner echoed these comments and said that at times when police forces are continually being asked to make cuts, it needs to be recognised that there is a limit to the number of possible efficiency savings, and eventually there will be an impact on performance. 	042/17
043/17	There was a private meeting and a discussion about recent media events. The meeting at 13.10.	043/17