



**STRATEGIC POLICING AND CRIME BOARD**

**Notes of meeting held on Tuesday, 4<sup>th</sup> July 2017  
Main Conference room (G2), Lloyd House**

**Present:**

- Ashley Bertie - Senior Assistant Police and Crime Commissioner (SAPCC)
- Cllr Dr Lynnette Kelly - Assistant Police and Crime Commissioner (APCC)
- Louisa Rolfe - Deputy Chief Constable (DCC)
- Sarah Boycott - Assistant Chief Constable (ACC)
- Sean Russell - West Midlands Police
- Jamie Pearson - West Midlands Police
- Nichola Lloyd - West Midlands Police
  
- Ernie Hendricks - Board Member
- Cllr Liam Preece - Board Member
- Dr Sarah Marwick - Board Member
- Waheed Saleem - Board Member
- Gurinder Singh Josan - Board Member
  
- Jonathan Jardine - Chief Executive
- Mark Kenyon - Chief Finance Officer
- Andrea Gabbitas - Business Services Manager
- Alison Spence - Performance Analyst (PCC's Office)

8 observers

1 note taker and 1 webcast controller.

<b>071/17</b>	Ashley Bertie, Senior Police and Crime Commissioner welcomed everyone to the meeting and explained that he would be chairing the meeting.
<b>072/17</b>	<b>Item 1 – Conflicts of Interest</b> Waheed Saleem and Sarah Marwick declared conflicts of interest pertaining to agenda item 7 Mental Health Update for West Midlands Police, as they are both associated with the Birmingham and Solihull Mental Health Trust.
<b>073/17</b>	<b>Item 2 – Apologies</b> Apologies were received from Police and Crime Commissioner David Jamieson, Dr Cath Hannon, ACC Alex Murray, ACC Cann and ACC Michele Larmour.
<b>074/17</b>	<b>Item 3 – Notes of last meeting</b> The board agreed the minutes of the previous meeting held on 16 May 2017 as an accurate record.

075/17	<p><b>Item 4 – Acceptance of Petitions</b> There were no petitions received.</p>
076/17	<p><b>Item 5 – Public Questions</b> There were no questions from members of the public.</p>
077/17	<p><b>Item 6 – Questions from the Board on matters not on the agenda</b> Q1. Can the Chief Constable set out the cost and number of officers that have been deployed under the Mutual Aid Scheme since March 2017 and the impact this will have on local policing? <i>(Asked by Waheed Saleem)</i></p> <p>The Chief Constable responded as follows:</p> <ul style="list-style-type: none"> <li>- There are two levels of mutual aid. <ul style="list-style-type: none"> <li>o Regional aid which support forces in the region</li> <li>o Mutual aid which supports national events</li> </ul> </li> <li>- Since March 2017 449 officers have been deployed around the country</li> <li>- There are different charge rates, and a threshold for what forces charge each other. Costs are fully covered under the mutual aid agreement</li> <li>- Spontaneous aid as opposed to pre-planned aid is charged at a different rate in a different way</li> <li>- Cost recovery is in the agreement</li> <li>- The Counter Terrorist Unit (CTU), and some firearms resources are regarded as national assets and are paid for under a national budget</li> <li>- A higher level of mutual aid has recently been provided for the recent attacks in London and Manchester</li> <li>- Pre-planned events are worked through in advance and rest days and overtime can be used for this, but in the elevated state of security that we are currently in, it is become more challenging</li> <li>- The need to mobilise staff and take them out of duty as has been the case with recent events, has been more challenging and often more demanding</li> </ul> <p>The Chair thanked the Chief Constable acknowledging the challenge which police forces are now facing, including cuts to the police budget.</p> <p>Q2. Can the Chief Constable assure the Board that West Midlands Police has the resources to cope with the increasing demands placed on the Force especially over the last few weeks? <i>(Asked by Waheed Saleem)</i></p> <p>The Chief Constable responded as follows:</p> <ul style="list-style-type: none"> <li>- The last few weeks have been demanding for a number of reasons including the rate and pace of counter terrorism issues across the country Whilst these have not been in the West Midlands, they have placed a stretch on counter terrorism policing in general</li> <li>- This has required the Force to look at how CTU is supported across the country</li> <li>- With the threat level being raised to critical a higher amount of visibility of officers across the West Midlands has been demanding as it requires officers to be diverted away from other duties</li> <li>- Planned protests and the good weather have also increased demand, and summer has now become a pre-planned operation. The level of planning is far more demanding as staff annual leave must also be factored in</li> <li>- The Force is responding to the demanding, but an increased emphasis on responding to some of the demand which in some cases means a diversion of</li> </ul>

duties in neighbourhood offices

- Call levels within Force Contact have increased which has added extra demand. Whilst the demand is being met, the public are waiting longer than they would like to
- It is challenging managing the day job in these times of elevated security, whilst there has been no growth in the policing budget. This could see some resources diminish further

The Board made the following Comment:

- With the extra demand placed on the Force such as protests from organisations e.g. Britain First, at what point do we try to mitigate some of the impact on resources to police these events and move towards stopping them coming into the West Midlands?
- These events have an impact on the funding levels, and on the rest of the community. Where is the tipping point when WMP can no longer respond to the expectations of the public, and how will the Chief Constable mitigate that risk?

The Chief Constable responded as follows:

- The Police and Crime Commissioner sets the available amount of funding for policing alongside government funding. It is within the ability of the Commissioner to raise local taxation
- It is the Chief Constable's role to then look at the level of policing which can be delivered around that funding level
- The Force would like to, at some stage make some risk based choices on whether the Force can meet all the national standards
- There are no aspirations at the moment to downgrade services, but there is challenge in elevating to meet security threat
- The West Midlands have to be seen to be an area which facilitates the democratic process. Protests are a democratic right along with free speech. There is also a need to balance this right whilst staying within the law
- The Force will take into considerations issues which can impact on the community
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The Board made the following comment:

- When the organisations whose sole purpose is to spread hate and division within the community, the public does have a view on this.
- WMP active management of these protests is suitable but will have an impact on policing costs.
- The majority of funding will come from national sources and we have heard about the cut backs. We have also heard much talk about ending austerity. As Chief Constable, are you having talks with other Forces nationally in terms of funding and, in terms of policing, what the ending of austerity means?

The CC responded as follows:

- The comments he has made over the past few weeks, largely as part of his national responsibility as the national police chiefs lead on finance is that there is a new government and it is normal at this stage for government to look at the spending commitments. This will now be different due to Brexit and might be more complicated
- The country is facing an unprecedented set of challenges. It is important to have a strong partnership with government particularly on how money issues are approached
- There is no real time protection around the policing budget. If the PCC does not raise the precept, in 2020 the Force will have the same amount of money

as it had in 2015

- Policing is one of a few sectors inspected on efficiency. This does not happen in health or education
- The budget for the IPCC is rising while the budget for policing is getting smaller
- Hard decisions will need to be made around cyber-crime and the police have to be certain that they have the modern technologies to protect the country
- There needs to be a debate around counter terrorism and fire arms funding, but also around local neighbourhood policing
- Will be working with the Associations of Policing and Crime Commissioners over the summer

The Board made the following comments:

- With demand changing and summer now being a planned operation, as well as the demand around terrorism and cyber-crime, is there a piece of work to be done on what you would assess the baseline to be? Has this changed over time and does it need to be revisited before looking at planned operations and additional demand?
- Regarding dialling down services and choices having to be made, where is the Force with this?

The CC responded as follows:

- Policing is never static against public expectations
- There is a good idea of what level of resourcing is required here in the West Midlands in order to meet demand
- Over the next few months and years more work will be done in the area of cyber-crime to see what resourcing will be required
- Regarding the dialling down of services, the Force is not quite there yet. It is dependent somewhat on what happens in the revised security environment. If there is the need for protective security as there has been over the last few months, then it would come quite quickly and areas such as neighbourhood policing would be stretched
- One of the up and coming challenges will be around balancing areas around vulnerability, and change will be worked through in small sections

The APCC made the following comments:

- Clarification was requested on the raising of the precept not increasing available funds, but keeping them at the same level as they were in 2015
- If the cap on public sector pay is removed, it will mean the salary bill within the Force will rise, and there will be fewer available resources. In an efficient force such as WMP, how can further savings be made, and will this mean a cut in resources?

CC responded as follows:

- There is a long term debate within government on what proportion of budget should come from local government and central government
- The setting of the precept used to be away to maximise income, but is now a way of keeping the budget at the same level

Q3. Can the Chief provide a statement on the Force's capacity and capability to provide body recovery and identification services?

(Asked by the Chair)

The CC responded as follows:

- In the event of major incidents there is what is called 'disaster victim

identification'. It is an important responsibility to ensure that bodies are managed with dignity, and strenuous efforts are made to establish how the deceased died

- The Force has an active disaster victim co-ordination team who have quite often been deployed overseas
- The Force have recent practiced in action with the team and are confident that good practice is in place
- A high level of intense training is carried out as it is important to get this right

Q4. In light of the recent tragedies in Manchester and London can the Chief Constable describe how lessons learnt from these events will be identified and incorporated into the policy and practice of West Midlands Police?  
(Asked by the Chair)

The CC responded as follows:

- There is a capability within the counter terrorism policing network called the operational development unit who review lessons learnt around counter terrorism activity, which is managed and run by WMP on behalf of counter terrorism policing
- The debriefing which took place around what happened in Manchester will be disseminated and there is a lot of learning around these areas
- WMP have fairly intensively debriefed the operations which were run here
- The Force has looked at the resilience of the casualty bureau who have been tested quite intensively of late.
- WMP does have a good casualty bureau coordination function but need to be satisfied that it is resilient, and in the event an incident, they could get a phone number out quickly
- A Large table-top exercise took place with senior leaders 2 weeks ago on major events. The Force are satisfied that there is a good level of senior awareness

The Board made the following comment:

- One of the unfortunate consequences of the tragedies in London and Manchester has been the increase in Islamophobia attacks. In a recent incident in the West Midlands, it took support from the community and local councillors to get a police response. Can you provide assurance on how the Force will support the community?

The CC responded as follows

- The Force can give this assurance
- There is usually a rise in these sort of attacks after incidents such as London and Manchester
- The abuse is normally in the form of verbal harassment, with physical attacks being rare
- Hate crime reporting is monitored daily after an incident has occurred
- It is important to say that this sort of behaviour is not always directed to Muslim communities, so more general focus is on places of worship
- With reference to the aforementioned attack, this was taken seriously and assurances were given although there were some questions raised about the promptness

The Chair acknowledged the emergency services for their level of dedication and commitment over the past few weeks.

078/17

**Item 7 – Mental Health Update for West Midlands Police and the supporting work of the West Midlands Combined Authority**

ACC Sarah Boycott went through the key points of the paper:

- The mental health triage which is now part of the Force Response
- The Force ensures that there is a rotation of officer within the team so they can they can gain expertise which can be used in their work
- There are 2 schemes: 1. The Black Country, Birmingham and Solihull, which has a paramedic, and mental health nurse, and a police officer; 2. The Coventry Scheme which operates with a police officer and a mental health nurse, both operating around key times when demand is expected to be high
- Approximately 9000 have come into contact with the scheme, and last year there was a significant reduction in people being subject to section 136 of the Mental Health Act (stated cases are in the paper)
- The scheme has received national recognition, with West Midlands Ambulance Service receiving an award for their part in the scheme
- Superintendent Sean Russell is working on setting up a new protocol to make sure that the force responds to the right calls for service and that the appropriate agency is involved. Protocol now involves attendance by ambulance service staff
- Work is being carried out around assaults which take place at mental health locations so that those assaults do not result in criminal prosecution. The Force does not want to criminalise people who are unwell
- There is on-going work under Operation Stonethwaite to under the best approaches and outcomes to prevent re-offending
- There is on-going work on understanding the implications of taser use on persons suffering with mental health issues. The Force is working with the College of Policing to put in place a training video has now been rolled out nationally
- Working with people who are in the criminal justice system and working with the mental health treatment services

Superintendent Russell briefed the meeting on the projects that he and team have been working on. He is currently on a 2 year secondment to run the THRIVE programme with which is part of the Combined Authority:

- The well-being to work initiative which is aiming to get 6,000 back to work. Assisting people who have been out of work for 28 days+ with a supportive engagement programme
- Ensuring that business look after their people better with the outcome being that people live longer and are in better physical and mental health. The team have received government grant of £7m which will help to roll out across the East and West Midlands, lessons learnt
- Through gate programme – supported PCC with funding. Working on the cohort of people who come out to the prison estate and can fall through the gap
- Primary care intervention – the 8 minutes per patient which is currently operated at GP surgeries is not always sufficient to deal with issues if a person needs a higher level of support
- 5000 people in the region are to be trained around mental health awareness. The team are currently working with the Department of Health, Public Health and mental health charities

The Chair congratulated and thanked the Force for the paper saying this shows what can be achieved when working together on complex issues. The challenge will be to maintain and improve the service.

The Chair raised the following question:

- How are costs for the triage team met?

Superintendent Russell responded as follows:

- The police service pay for police officers (6 in the Birmingham and Solihull trial triage team, +12 additional officers); the Clinical Commissioning Group pay for the ambulance car, the paramedics and the nursing staff

The Board made the following comments:

- This is a very positive good news story, the triage team is making a difference to people's lives
- Dr Marwick spent a shift with the team and was very impressed with how it work. It was an example of how mobile technology can work well, and how people got the right service
- This is a good model of how cross system working can be the way forward
- The impact of Superintendent Russell should be commended
- The model in Coventry is different to that of the Birmingham, Black Country and Solihull model. Changes in legislation will have had an impact on the triage team. Are any discussions taking place with the Coventry CCG in regards to expanding the service to cover the same time period and service delivery as the other areas?
- There are concerns about the number of available beds for under 25s in the West Midlands and the impact that this will have on young people. This should be highlighted as an area of risk and challenge
- The issue of assaults on mental health staff has previously been raised at a mental board. There needs to be a partnership approach between mental health staff and the police
- Is there a CAMHs presence in Birmingham to support the under 25s in Birmingham who have mental health issues.

Superintendent Russell responded as follows:

- Operational Stonewaithe was instigated to deal with assaults on staff
- There are sufficient places of safety within the region to ensure that no-one with mental health issues should be taken to a cell. There are sufficient beds in the region. There are however, issues with people being detained before the realisation that they have mental health issue
- Changes in legislation means that Section 136 can now be used in a custody block. At the point of time when the 24 hours of PACE runs out, Section 136 can be instigated and the person can be moved to a place of safety
- The Coventry service has been operating for approximately 3 years, and is currently easier to access than Birmingham and Solihull during the day
- There are challenges around ambulance for Coventry module
- Staff need to co-operate with police
- Police response needs to be part of a partnership approach
- Starting to see a process
- Can prosecute
- Warwickshire and West Mercia PCCs do not want to street triage in the same model as that of the West Midlands
- Forward Thinking Birmingham have a CAMHS element attached to it

The Chief Constable thanked Superintendent Russell for the work he is doing and described this as one of the best pieces of work which he hoped could be maintained.

079/17	<p><b>Item 8 Reoffending and Criminal Justice</b></p> <p>ACC Sarah Boycott highlighted the reason for the paper and went through the main points: The purpose of this report is to update members of the Strategic Policing and Crime</p> <ul style="list-style-type: none"> <li>- Board with an overview of progress against the Police and Crime Plan priorities:</li> <li>- Reducing reoffending;</li> <li>- Working within the Criminal Justice System;</li> <li>- In particular in relation to young people and women.</li> </ul> <p>The Board noted the paper and comments were responded to by Jamie Person and Nichola Lloyd</p>
080/17	<p><b>Item 9 Police and Crime Commissioner – External Grants to Organisations 2016-17</b></p> <p>Mark Kenyon went through the main areas of the report including details of grant expenditure for the following schemes:</p> <ul style="list-style-type: none"> <li>- Grants and Funding to External Organisations</li> <li>- Active Citizens Fund</li> <li>- Victims Fund</li> <li>- Community Safety Funding</li> </ul> <p>Mark Kenyon detailed further the grants and funding to external organisations including the following stating that funding would continue for a number of the projects into 2017/18:</p> <ul style="list-style-type: none"> <li>- The European Social Fund</li> <li>- Youth Employment Initiative</li> <li>- Reducing Domestic Violence</li> <li>- Reducing Re-offending</li> <li>- Services for Mental Health</li> <li>- Services for Victims of Domestic Violence</li> <li>- Gangs and Violence Commission</li> </ul> <p>He said that it is recognised that 2016/17 is the first year of commissioning around a number of these projects and the impact on the reduction in crime will continue to be monitored.</p> <p>The Chair thanked Mark Kenyon for the report mentioning that he was disappointed with the £400,000 local authority underspend on Community Safety as there are projects who could have benefited from this funding. He acknowledged that funding must only be granted for worthwhile project and that funds must be spent properly showing outcomes.</p> <p>Mark Kenyon responded as follows:</p> <ul style="list-style-type: none"> <li>- There is a pattern of underspend in some local authorities year on year</li> <li>- The requirements for providing output and outcome information are stated very clearly in the is on the grant agreements with organisation.</li> </ul>
081/17	<p><b>Item 10 – Headline Performance Report</b></p> <p>The Deputy Chief Constable went through the report:</p> <ul style="list-style-type: none"> <li>- The West Midlands have had a lesser increase in crime than similar Forces</li> <li>- The largest increase is violent crime (24%), which is mainly domestic abuse</li> <li>- Robbery, which is in the operational plan, is up by 20% with the highest growth being in Dudley and Walsall in terms of grown. Birmingham city centre</li> </ul>

is still the highest

- Other crimes e.g. burglary which had previously been falling are now on the rise
- A weekly service improvement meeting which is chaired by the DCC working with department heads and NPU Commanders to look at the response to increases in demand is elevated
- There has been an 11% increase in burglary and Assistant Chief Constable Larmour has led an operation to target hotspot
- Focus with PPU on getting those offenders who leave the scene before the police arrive
- There is an increased reporting of hidden crimes, particularly domestic abuse. Victims appear to now have more confidence in reporting, and are reporting earlier
- Profiling the most prolific perpetrators has been successful in the late few weeks.
- The Community Resolution team and PPU have been going out with response officers to target areas where there are a lot of calls and logs waiting. The Force needs to be careful not to create a backlog in PPU
- Working with operations on DASH (domestic, abuse, stalking and harassment). This is a complex tool so the Force is working with the College of Policing and Cardiff University to come up with a more intuitive process. The pilot is proving to be effective
- Work is being supported within the Dedicated Domestic Violence Protection Order team. Birmingham Magistrates have issued 30 DVPOs since October 2016

**The DCC did not go through all re-offending data as this had been discussed earlier on in the meeting, but went through the following:**

- Reduction of people seriously injured or killed on our road. The CMPG have led an operation which targets for fatal 4 – use of mobile phones, alcohol and drugs, wearing seat belts, and speeding
- There is increased confidence in WMP
- The number of complaints made against police has fallen substantially and is lower than similar groups
- There are still challenges about the average time taken to resolve complaints particularly local resolutions. PSD have been delivering training to ensure that staff are confident in resolving issues with people as soon as they make complaints
- PSD are currently going through a review alongside the People in Organisational Development team to ensure that the Force and be as lean and efficient as possible

The Board made the following comments:

- Is the decline in complaints attributed to body worn cameras?
- Is there a break-down of the neglect of duty category
- Is there any evidence that the significant increase of visibility of police has reduced robbery and other crimes?

The Deputy Chief Constable responded as follows:

- Time has been spent in the city centre with neighbourhood patrols looking to use resourcing more effectively
- There has been a reduction in crime around the Bullring, but the Force needs to be more resourceful other than maintaining a high presence
- The Force is determined to have a greater understanding of the challenges in terms of analysis and what other Forces are analysing

	<ul style="list-style-type: none"> <li>- A proportion of complaints are around public expectations, and officers need to effectively manage their expectations</li> <li>- Local supervisors intervening quicker can reduce complaints</li> </ul> <p>The Chair commented that the public will still expect the police to react to their needs, this will be a challenge.</p>
<b>082/17</b>	<p><b>Item 11 – Strategic Policing and Crime Board Workplan</b></p> <p>Jonathan Jardine informed the meeting that there would be an additional SPCB meeting on the 18 July, details to be confirmed. Information will be published on the website.</p> <ul style="list-style-type: none"> <li>- The current workplan goes out to December</li> <li>- A proposal will be made to the PCC that the meeting cycle for 2018 will have board meetings taking place on 3<sup>rd</sup> Tuesday of the Month rather than the first.</li> </ul> <p>There were comments on the workplan.</p>
<b>083/17</b>	<p><b>Item 12 – Chief Constable Update</b></p> <p>The Chief Constable informed the board that as the meeting had been quite varied; much of what he had intended to say had already been covered. However he raised the following points:</p> <ul style="list-style-type: none"> <li>- The murder of James Brindley in Aldridge. The circumstances of this case are particularly distressing, and appeals have been made for help from the public</li> <li>- The region is very active about bidding for the City of Culture for Coventry and for the Common Wealth games for Birmingham. Both have huge support from the Force. A key point in the crime plan is economic growth for the region. Both would require huge policing commitment but WMP are supportive of the work done by local councils for both of these</li> </ul>

**The meeting closed at 13.05**