

Annex A

Annual Report 2016/17

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Foreword by Police and Crime Commissioner David Jamieson

2016/17 has been a challenging year in which West Midlands Police has faced pressures greater than ever before.

Officers and staff have kept us safe in the most difficult of circumstances. The dedication and professionalism of West Midlands Police has been on display for all to see in the last year.

Crime is changing at a great pace and at the same time government funding is falling. West Midlands Police has lost £145 million in government cuts since 2010 - the highest proportion in the whole country, with £6 million cut this year too.

Just to stand still West Midlands Police requires £18 million a year to fund inflationary pressures, pay awards, the apprenticeship levy amongst other costs.

By 2020, cuts and cost pressures on West Midlands Police will have exceeded £200 million.

These huge funding cuts, along with the rise in the threat level associated with terrorism and the required policing response has put pro-active neighbourhood policing under severe strain.

Neighbourhood policing is the bedrock of the British model of policing and is greatly valued by the public. I will do all I can to protect it in the West Midlands.

I am doing everything I can to drive efficiencies. HMIC rated West Midlands Police as one of the only 'outstandingly efficient' forces in the country again this year.

To keep officers in the community I am rolling out mobile devices so that officers can access force systems on the go and not have to return the station as often.

Technology is also being harnessed to cut down on bureaucracy and paper-work, meaning that we are to focus more resources where the public want them most.

Whilst policing is under severe pressure it has not dampened my commitment to innovate, modernise and do all I can to tackle crime in the West Midlands.

In the coming year I am particularly looking forward to the establishment of a new West Midlands Police Cadet scheme for young people and the findings of the Commission on Gangs and Violence that will give us a blueprint for how we tackle the root causes of the issues involved.

The efficiencies I have driven have allowed me to increase police officer recruitment to 800, 150 PCSOs and 200 specialist staff. Whilst they won't replace all the officers and staff we have lost, they will stabilise numbers across the force.

The last year has been challenging and for the foreseeable future will be too, but rest assured I am doing all I can to protect services and keep the people of the West Midlands safe.

David Jamieson

West Midlands Police and Crime Commissioner

Police and Crime Plan

The PCC's Police and Crime Plan is the most important document of the term of office, setting out the Commissioner's policing priorities and how he will hold the Chief Constable to account.

The law requires every Police and Crime Commissioner to have a Police and Crime Plan, detailing the policing to be provided and the Commissioner's police and crime objectives. The plan was written following a major consultation with the public and scores of meetings with partner agencies and third sector organisations, to make sure it reflects the ambitions of local people.

The plan is split into seven sections covering the major priorities of the Commissioner:

- Protecting from harm
- Supporting victims of crime
- Building trust and confidence in our police
- Strengthening communities and growing the economy
- Building a modern police service
- Standing up for young people
- Tackling national and international threats

The Commissioner will hold the force to account through a series of measures and targets including:

- West Midlands Police to continue to have a lower recorded crime rate compared to other similar forces
- Increased reporting of 'hidden crimes'
- Low levels of reoffending
- Fewer young people entering the criminal justice system
- Reductions in the number of people killed or seriously injured on our roads
- Increased confidence in West Midlands Police by 2020
- Reductions in the disparities of confidence in the police across different areas
- Satisfaction of victims of crime and anti-social behaviour to increase by 2020
- Fewer complaints against the police and those that are made should be dealt with quicker
- Reductions in the fear of crime
- Increase in public participation and the development of more active citizens in the West Midlands
- Reductions in burglary and robbery

West Midlands Police and Crime Commissioner David Jamieson said: "This plan sets out my agenda for my term of office and I will use it to hold the Chief Constable to account.

"I am increasing our focus on young people to make sure they are given the opportunities they need to succeed and don't get dragged into a cycle of offending.

"I will continue to push to make sure the policing supports the local economy and we use our budget to buy local and support local jobs.

"There are still too many incidents on our roads and this plan will hold the police to account to work with partners to reduce that.

"It will also make sure that we crack down on traditional crimes and continue to protect the public from threats like cyber crime, child sexual exploitation and domestic abuse. The recruitment of 200 specialist staff will enable that.

"I remain committed to high-quality local policing and to ensuring every area retains a named local officer. The recruitment of 800 police officers is a key part of that pledge.

"My plan will mean victims get a better deal, there will be less re-offending and the West Midlands will be a safer place to live and work.

"I will continue to drive efficiencies to ensure that recruitment goes ahead and the people of the West Midlands are properly protected."



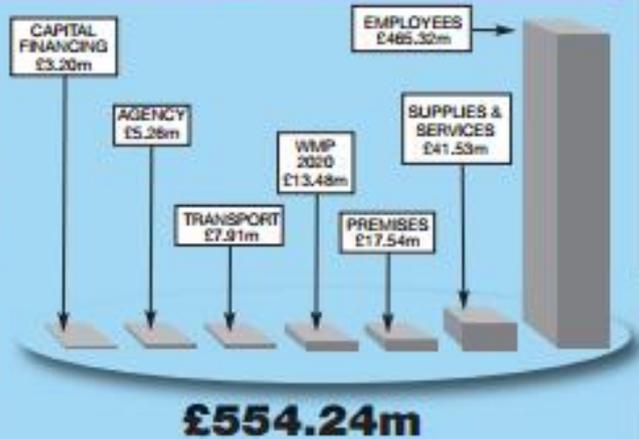
FINANCES 2016-2017

The tables below show how the net budget of the West Midlands Police and Crime Commissioner (£527.23m) is funded from Central Government, business ratepayers and the precept on council taxpayers. This is compared with the previous year (£523.65m) with the main changes shown separately below.

How the money is spent

| | 2015-16 £m | 2016-17 £m |
|--|---------------|---------------|
| Employees | 469.91 | 465.32 |
| Premises | 23.08 | 17.54 |
| Transport | 7.91 | 7.91 |
| Supplies & services | 48.69 | 41.53 |
| Agency expenses | 4.44 | 5.26 |
| Capital financing | 3.81 | 3.20 |
| WMP2020 costs | 0.00 | 13.48 |
| Gross expenditure | 557.84 | 654.24 |
| Income | -27.30 | -25.06 |
| Police force net expenditure | 530.54 | 629.18 |
| Office for the Police and Crime Commissioner | 1.97 | 1.97 |
| Police Grant - Community Safety | 6.97 | 3.86 |
| Other Commissioning | 0.00 | 1.29 |
| Restorative Justice & Victim Support Expenditure | 2.97 | 3.09 |
| Restorative Justice & Victim Support Income | -2.97 | -3.09 |
| Total net expenditure | 539.48 | 636.30 |
| Use of reserves | -15.83 | -9.07 |
| Net budget requirement | 523.65 | 627.23 |

Revenue Expenditure Budget 2016-17



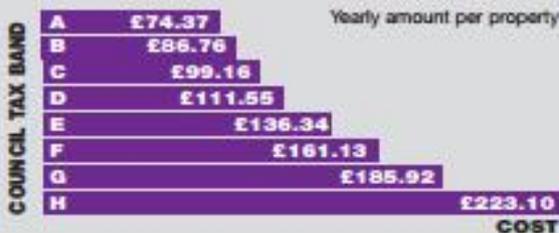
Where the money comes from

| | 2015-16 £m | 2016-17 £m |
|--|---------------|---------------|
| Net budget requirement | 523.65 | 527.23 |
| Less: | | |
| Police grant | -252.26 | -250.82 |
| Revenue support grant & non domestic rates | -181.32 | -180.28 |
| Council tax support grant | -19.02 | -19.02 |
| Gross Precept | 71.05 | 77.11 |
| Collection Fund Surplus | -0.82 | -1.70 |
| Council tax requirement | 70.23 | 75.41 |
| Resident population | 2,783,500 | 2,808,356 |

How spending has changed

| | £m |
|---|---------------|
| 2015-16 net expenditure | 539.48 |
| Add: | |
| Pay awards and Inflation | 18.60 |
| New Recruits | 4.40 |
| Armed Response Uplift | 1.10 |
| Realignment of Savings Proposals | 5.00 |
| 2016/17 Innovation Project Costs | 16.90 |
| Less: | |
| Police, Staff & PCSO leavers | -31.10 |
| Additional Budget Review Savings | -2.50 |
| Removal of 2015/16 Innovation Project Costs | -14.60 |
| Other Reductions | -0.98 |
| 2016-17 Net Expenditure | 536.30 |

What you will pay for policing in West Midlands in 2016-17



Spend on policing per head of population in 2016-17

| | |
|--|----------------|
| Council tax | £26.85 |
| Police grant | £89.31 |
| Revenue support grant & non domestic rates | £64.19 |
| Council tax support grant | £6.77 |
| Equivalent to an average cost per person of | £187.12 |

Social Media and Website Engagement

Staying in touch with members of the public and key partners is a top priority for the Office of the PCC. As well as the official website, the PCC has a strong presence on both Twitter and Facebook. It is vital that the PCC is contactable and important news from the office is accessible across a variety of platforms. The office's social media activity is part of the Commissioner's duty to consult, giving people notice of, and allowing them to comment on, any decisions that may affect them. This is our online year 2016/17:

Twitter

In 2016/7 the official @WestMidsPCC account, which now has nearly 9,000 followers, tweeted 865 times, which gained 1,585,900 impressions and nearly 1,000 new followers.

Facebook

At the end of 2016/17 our Facebook page had 1016 likes, an increase of more than 20% compared to April 2016.

Our most popular posts have been the story of 15 year old Millie Dee who scared away a burglar from her home and was awarded an Outstanding Citizens Award - the post was seen by more than 10,000 people. The launch of the Outstanding Citizen Awards nominations and the new injunction in Birmingham to stop street racing and 'cruising' were the second and third most watched posts. We are using Facebook to communicate and engage with the public and we regularly use images and video to make our posts more engaging. Our response rate to messages is currently 100%

Website

In the past year, 70,662 people have used the official West Midlands PCC website, up from 46,563 during the previous year. There has been a total of 245,387 page views. This enhanced contact with the public allows the office to understand and improve what really matters to the people. It also allows the public to understand the decisions the PCC takes to shape the region they live in.

Correspondence with the office

On average the office receives 119 incoming phone calls per week from members of the public (6,212 in total) and deals with 29 cases of correspondence per week in addition (1,528 in total).

The Commissioner encourages anyone with an issue concerning policing or crime to get in touch. Casework for his Business Support Team has included requests for funding, anti-social behaviour issues, complaints regarding West Midlands Police and Freedom of Information requests. Other reasons for contact have included mental health issues, general advice, event invitations and information about placements, work experience or careers within the office.

Members of the public can contact the office by calling 0121 626 6060, emailing wmpcc@west-midlands.pnn.police.uk, writing to Office of the West Midlands Police and Crime Commissioner, Lloyd House, Colmore Circus Queensway, Birmingham, B4 6NQ or via the www.westmidlands-pcc.gov.uk website. This is as well as contact via Twitter and Facebook.

The Office of the Police and Crime Commissioner

West Midlands Police and Crime Commissioner David Jamieson has committed to making West Midlands Police look more like the communities it serves. In his own office he is putting that commitment into action.

11 of the PCC's 34 staff (32.4 per cent) are from BME backgrounds. This is slightly higher than the number of BME residents in the West Midlands, which stands at 29.9 per cent.

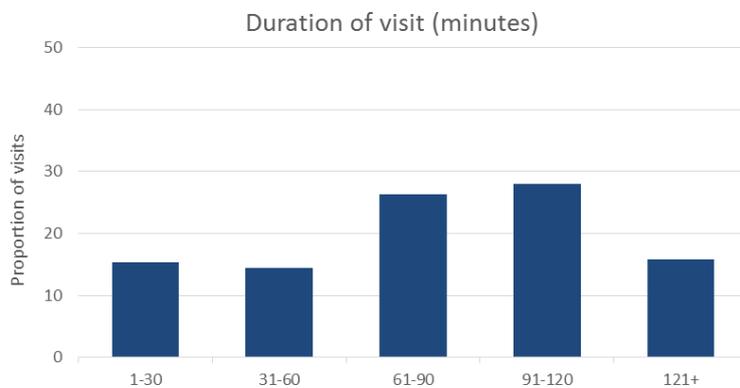
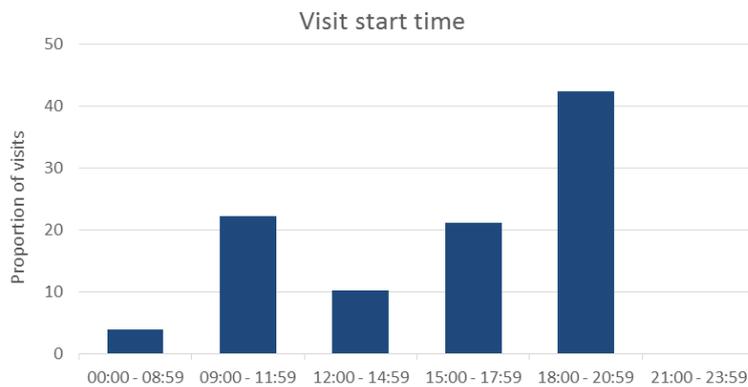
Independent Custody Visitors

There are 93 custody visitors in the West Midlands, giving up their free time to ensure those held in police cells are treated appropriately.

There is a team for each Neighbourhood Policing Unit and the volunteers independently review custody safeguarding for both detainees and staff.

Custody visitors talked to 2,535 detainees in total in 2016/17 and spent more than 573 hours reviewing facilities at 428 site visits. This compares to 2,534 detainees in 2015/16 and more than 440 hours.

Here is their full year for 2016/17:



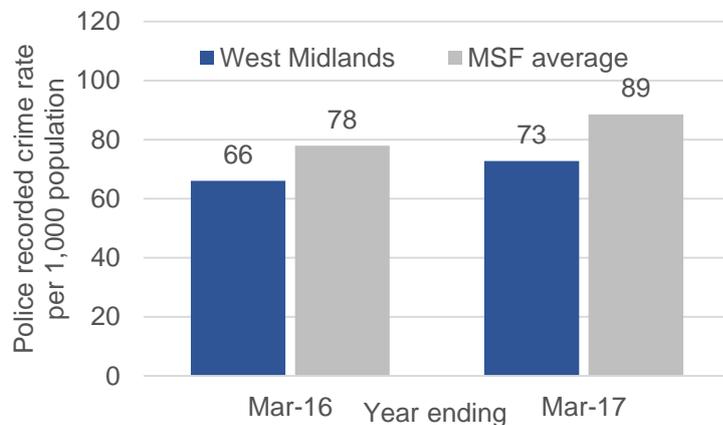
| Detainees visited | Detainees present | Visits offered | Visits accepted | % of detainees present who accepted visits |
|----------------------|-------------------|----------------|-----------------|--|
| PACE Adult | 3,393 | 2,657 | 2,286 | 67 |
| PACE Juvenile | 257 | 173 | 151 | 59 |
| Home Office | 68 | 54 | 48 | 71 |
| Other | 99 | 71 | 50 | 51 |
| Total | 3,817 | 2,955 | 2,535 | 66 |

It is important to note that not all detainees are offered visits (for example those in interview, in consultation with their solicitor, were asleep or for health and safety reasons), in addition, not all detainees agree to a visit.

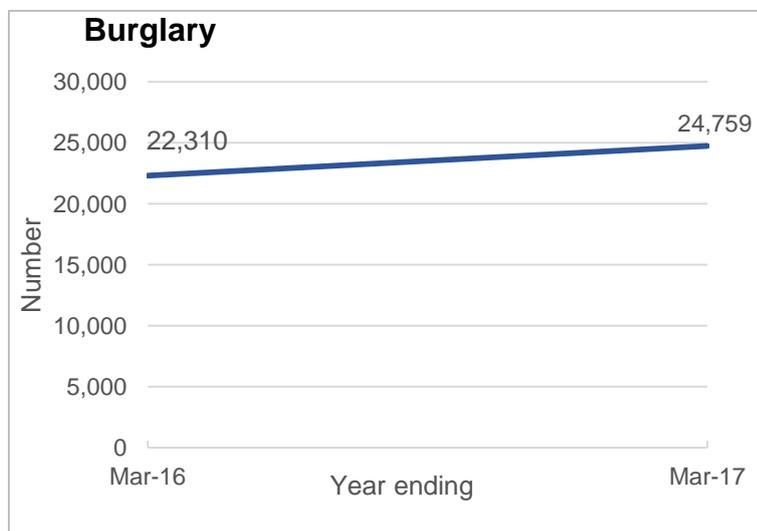
Performance

The performance of West Midlands Police is measured against the Commissioner's headline measures in his Police and Crime Plan:

Crime rate compared to other similar forces

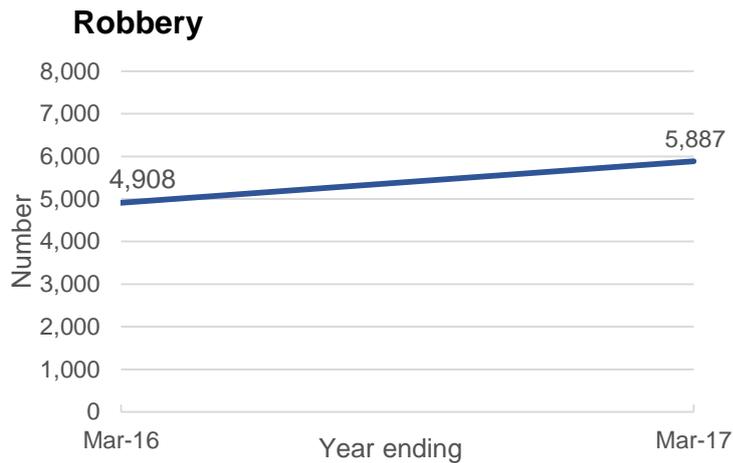


In 2016 the total recorded crime rate was 71 crimes per 1,000 population in the West Midlands force area. This was lower than the average for the most similar force group (84 per 1,000 population). For both the West Midlands and for the most similar force group there has been an increase in recent years, from 66 per 1,000 in the West Midlands and 78 per 1,000 in the most similar force group for the year ending March 2016. Levels of offending have risen over the last 12 months but are mirrored by both the national trend and Most Similar Force average.



In the year ending March 2017 there were 24,759 burglaries in the West Midlands force area. This is an 11% increase from the year ending March 2016 and equates to 8.7 burglaries per 1,000 population.

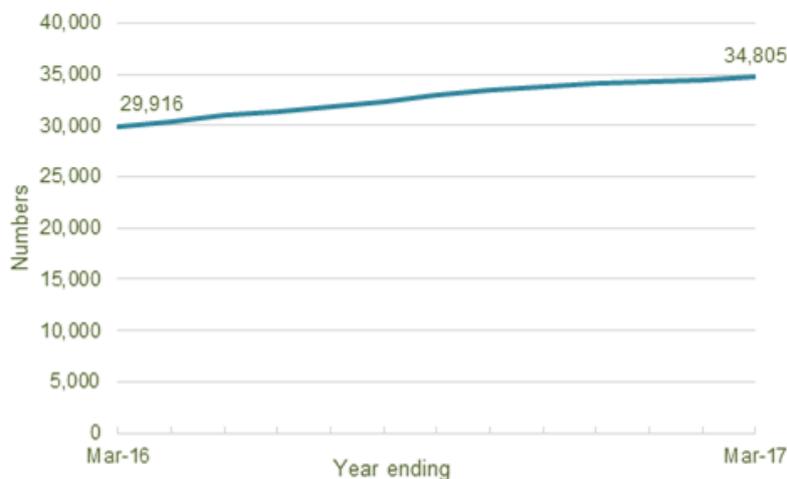
Within the West Midlands, Birmingham West and Walsall had higher burglary rates than average at 9.7 per 1,000 population and 9.6 per 1,000 population respectively.



In the year ending March 2017 there were 5,887 robberies in the West Midlands force area. This is a 20% increase from the year ending March 2016 and equates to 2.1 robberies per 1,000 population.

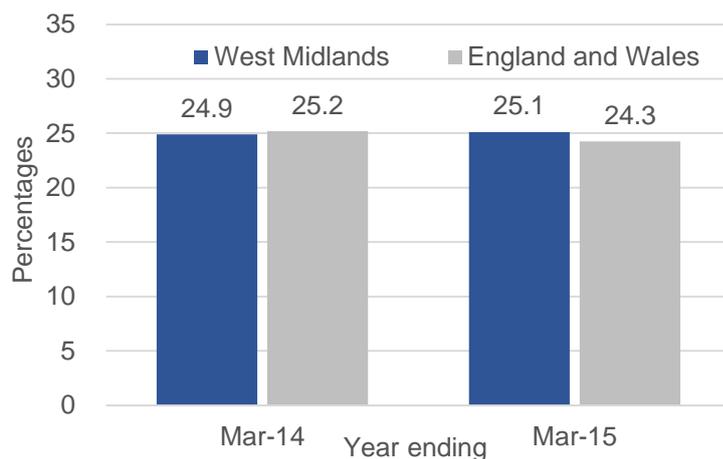
Within the West Midlands, Birmingham West and Sandwell had higher robbery rates than average at 3.6 per 1,000 population and 2.2 per 1,000 population respectively.

Reporting of 'hidden crimes'



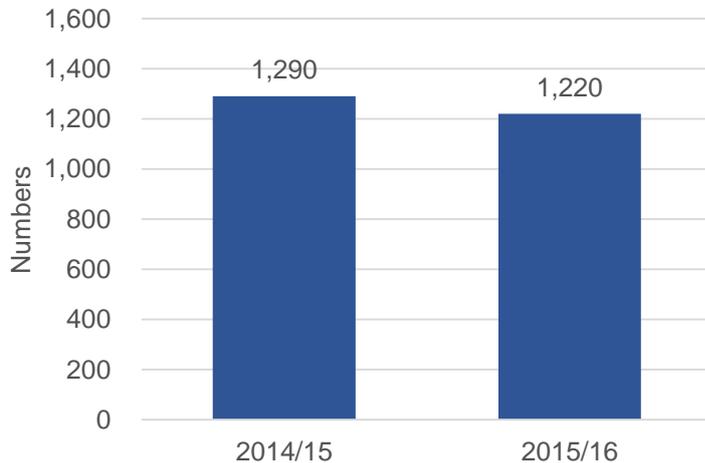
In the year ending March 2017 there were 34,805 'hidden crimes' reported to West Midlands Police. This is an increase of 16.3%.

Levels of reoffending



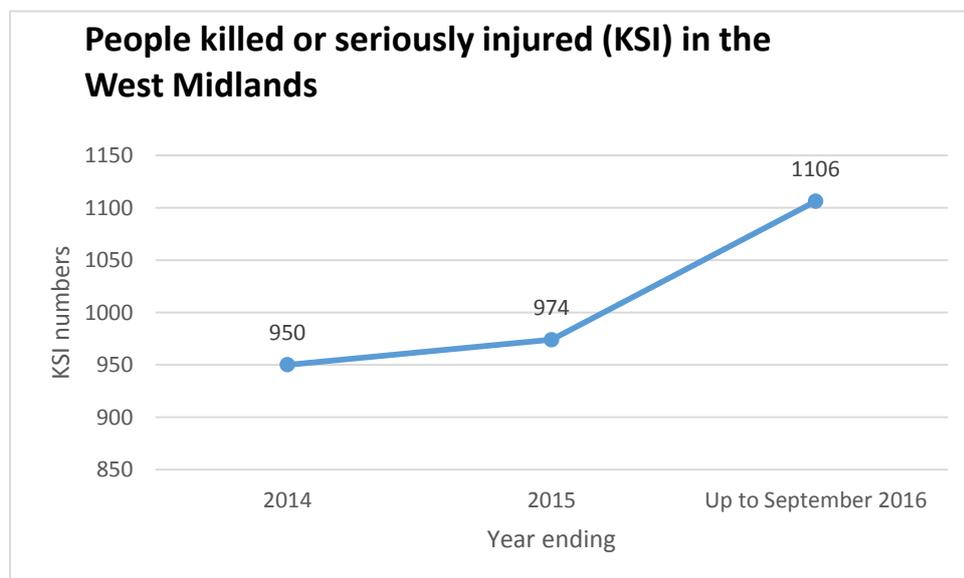
In the year ending June 2015 the proven rate of reoffending for adults in the West Midlands was higher than the average for England and Wales at 24.9% compared to 24.0%. Both rates had fallen from the year ending March 2015 by 0.8 and 0.3 percentage points respectively. The rate in the West Midlands is the same as the 2013/14 rate whereas for England and Wales the rate has fallen over the same period (by 1.2 percentage points).

Young people entering the criminal justice system



In 2015/16 1,220 young people from the West Midlands entered the criminal justice system for the first time. This was a fall of 5% from the previous year.

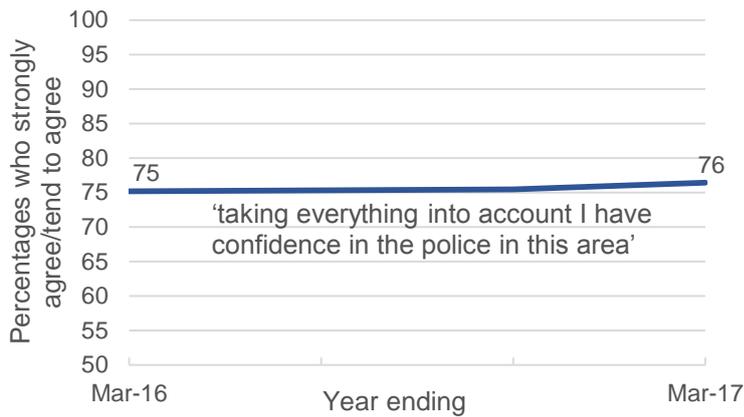
The rate of young first time entrants to the criminal justice system per 100,000 people aged 10-17 stood at 438 compared to 354 for England and Wales on average.



*2014 and 2015 are calendar year statistics. Up to September 2016 refers to: September 2015 to 2016 data – the most recent available.

Department for Transport published data recorded 950 people killed or seriously injured (KSI) on roads in the force area in 2014, up to 974 in 2015. The latest recorded data for the year up to September 2016 is 1,106 KSI in the West Midlands force area.

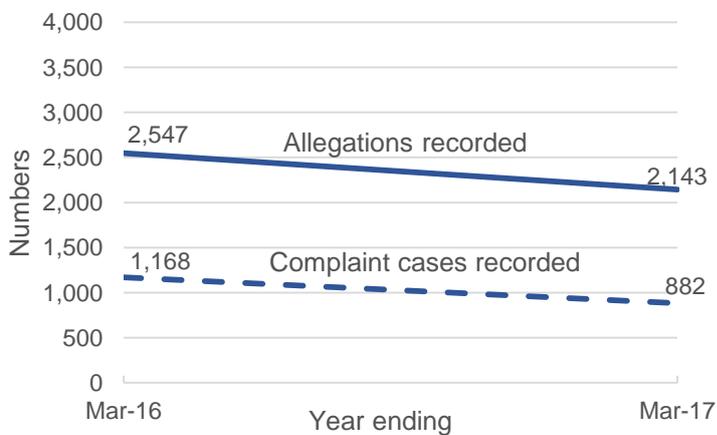
Confidence in West Midlands Police



The Crime Survey for England and Wales asks respondents a number of questions on perceptions of local police. Perception measures tend to show fairly small changes over time.

The proportion of people who strongly agree or tend to agree that ‘taking everything into account I have confidence in the police in this area’ has increased from 75% to 76% in the West Midlands for year ending March 2016 and year ending March 2017. However, it still stands below the England and Wales average of 78%. (March 17 figure)

Complaints against the police



In the year ending March 2017 there were 2,143 allegations and 882 complaint cases recorded against West Midlands Police. Allegation and complaint case numbers have both fallen since 2015/16, by 16% and 24% respectively.

In the year ending March 2017 there were an average of around 190 complaints per 1,000 employees in the West Midlands, lower than the averages for the most similar force group and England and Wales (at 259 per 1,000 and 280 per 1,000 respectively).

Time taken to deal with complaints



The length of time for complaints to be dealt with has increased. It continues to be above the England and Wales average.

WMP 2020

WMP2020 is about ushering in a new era of policing and sets out how the force will look, feel and operate by 2020.

This year saw the delivery of a significant number of the WMP2020 change projects, including the delivery of the new WMP functional operating model known as Transition State 1 (TS1). During the same time a number of other strategic and enabling projects like Modernising Custody, New Ways of Working and Body Worn Video also came to fruition which helped drive improvements for the force's people, processes and technology.

More specifically TS1 provided the force with:

- A sophisticated THRIVE+ risk assessment tool to inform decision making including a new Grading Framework to send the appropriate resource to calls for service
- A Force wide, borderless Response function
- A transformed, centralised and specialised Intelligence function with Centralised Tasking and Co-ordination Team and a 24/7 capability in support of calls for service
- A completely new Neighbourhood Policing Model with Neighbourhood Teams whose core function is to focus on prevention and the reduction of crime and harm and PCSO's to connect and build relationships within communities
- A new Force Support Team to support Response officers and ensure they remain focussed on responding to the urgent and priority calls for services
- A new Mission Support function to ensure WMP resources remain aligned to Force Priorities and the greatest threat and risk across the Force
- Three rationalised call centres with staff trained to answer both 101 and 999 calls
- A clustered approach to Investigations within Birmingham for greater resilience & efficiency, new Prisoner PIPT teams and new ways of handling Initial Investigations
- A successful pilot to assess if having a team dedicated to locating vulnerable missing people was an effective model for the future
- A consistent and more effective way of managing offenders across the force, through best practice driven by a central Integrated Offender Management function leading to improved health, social outcomes and reoffending pathway support services
- Other changes delivered in parallel to TS1 include:
- The roll-out of over 3,500 mobile devices with a custom-built incident reporting application giving access to timely and accurate information on the move combined with the ability to stay in the field – further applications are in development.
- There has also been 1,500 Body Worn Video units (BWV) handed out to response and firearm officers. Evidence shows that BWV encourages suspects to be more compliant, reduces reports of assaults by officers and provides evidence to support prosecutions. Notably there has been a reduction of 118 complaints

against officers compared to the previous year following the rollout; this equates to a saving in excess of 5000 officer and police staff hours.

- Two state of the art custody suites (each with 60 cells) has enabled us to reduce maintenance costs, improve effectiveness and utilisation of staff, and improve safety and security of the custody environment for staff and occupants.
- WMNow engagement tool allow citizens to access local information and support the Neighbourhood Policing Units to inform and 'Activate Citizens'.
- Digital interview recording uses technology to improve the quality of our evidence thereby improving the investigative process, and reducing unnecessary storage of tapes and other associated costs.

One of the key benefits to be achieved by this initial phase of the programme was to deliver an affordable and sustainable model by 2019/2020. One of the main objectives in the first round of programmes was to achieve cashable savings to later invest in other areas and ultimately pave the way for a sustainable model moving forward.

In the last year staff have moved back into Lloyd House and the building will be officially opened in November 2017. The project cost £33 million and will pay for itself in seven years due to lower running costs and the ending of expensive Birmingham city centre leases. The new headquarters for West Midlands Police also provides the workforce with a more efficient and effective workplace.

Assistant Police and Crime Commissioners and Strategic Policing and Crime Board

Assistant Police and Crime Commissioners

Following an interview process, West Midlands Police and Crime Commissioner appointed Councillor Dr Lynnette Kelly as an Assistant Police and Crime Commissioner, joining Ashley Bertie who has been re-appointed having served in the role for one year already.

Ashley Bertie will have particular responsibility for young people, as well as being Senior Assistant Police and Crime Commissioner and Dr Kelly will be the lead for partnerships.

As Assistant Police and Crime Commissioners they will also be members of the PCC's Strategic Policing and Crime Board, who meet in public on a monthly basis to scrutinise and hold West Midlands Police to account.

Councillor Dr Lynnette Kelly is a member of Coventry City Council and a former Cabinet Member for Business, Employment and Enterprise on the authority. She was previously a member of the Coventry and Warwickshire Local Enterprise Partnership and has a Doctorate from the University of Warwick.

Ashley Bertie has served as an Assistant Police and Crime Commissioner for a year, and has played an integral part in the Commission on Gangs and Violence that is examining the root causes of crime and the opportunities that young people need to divert them from crime. Ashley has also driven forward the young people's agenda and is working closely with West Midlands Police to establish a Cadets scheme.

Strategic Policing and Crime Board

The Strategic Policing and Crime Board ensures effective engagement, strategic direction and holding to account of West Midlands Police. In addition to the Police and Crime Commissioner and Assistant Commissioners there are seven Board Members.

The board members are Brendan Connor, Dr Cath Hannon, Ernie Hendricks, Gurinder Josan, Dr Sarah Marwick, Cllr Liam Preece and Waheed Saleem. They provide an independent element of challenge, and are full members of the Strategic Policing and Crime Board.

The Assistant Police and Crime Commissioners and Board Members are not members of staff or employees of the Police and Crime Commissioner. They are engaged on a contract for services, and are not politically restricted.

The full board is as follows:

- Police and Crime Commissioner David Jamieson
- Senior Assistant Police and Crime Commissioner Ashley Bertie
- Assistant Police and Crime Commissioner Cllr Dr Lynnette Kelly
- Board member Brendan Connor

- Board member Dr Cath Hannon
- Board member Ernie Hendricks
- Board member Gurinder Josan
- Board member Dr Sarah Marwick
- Board member Councillor Liam Preece
- Board member Waheed Saleem

The meetings currently take place at 10 am on the first Tuesday of the month at Police Headquarters, Lloyd House, Birmingham.

All of the agendas, decisions and information about the board, which not only helps the PCC hold the Chief Constable to account but also monitors the performance of the force, are available here <http://www.westmidlands-pcc.gov.uk/strategic-policingand-crime-board/spcb-dates-of-meetings-and-reports>

To increase transparency and accessibility the PCC has introduced the webcasting of public board meetings. Meeting can be viewed here: <https://westmidspcc.public-i.tv/core/portal/home>

Campaigns

Zombie Knives campaign becomes law

In August 2016, following a successful year-long campaign by West Midlands Police and Crime Commissioner David Jamieson, anyone who manufactures, sells, hires, imports or lends a 'zombie knife' is committing a crime from and faces four years behind bars and/or a fine.

The brutal blades can be up to 2ft long and have names such as Apocalypse Head and Decapitator. Parliament said there had been a 'groundswell of revulsion and disgust' at the weapons and their availability.

The new law was passed on July 18th 2016 via Statutory Instrument, adding the weapons to Section 141 of the Criminal Justice Act 1988.

West Midlands Police and Crime Commissioner David Jamieson said: "This is a real achievement and shows what powerful changes PCCs can make.

"Our streets will be safer following this change in the law. With names such as Head Splitter and Death Dagger, no sensible person wants to see 'zombie knives' in circulation and now, after a year of hard work, we will finally see them banned once and for all.

"Strong and swift action here means the sale and importation of these weapons has been outlawed before they became a widespread problem. I am proud of this achievement and welcome the change to the law wholeheartedly."

During his campaign, the Commissioner met with former Shadow Policing Minister Jack Dromey and ex-Home Office Minister and now Cabinet Minister Karen Bradley MP in Westminster, pointing out the dangers of 'zombie knives' and their growing prevalence on the streets. He also wrote to then-Home Secretary Theresa May and Amazon UK CEO Chris North, which resulted in security being tightened on the website. Questions were also tabled in Parliament by local West Midlands MP Ian Austin in February 2016.

During the committee meeting, Shadow Home Office Minister Carolyn Harris MP said: "We all take great pride in this victory as the Labour PCC for the West Midlands David Jamieson has campaigned for them to be outlawed for some considerable time.

"'Zombie knives' are sold as collectors' items but are predominately used by streets gangs. No reasonable person wants them available to the public."

Home Office Minister Sarah Newton said: "The crimes in my portfolio are way too important for party politics so I would also like to pay tribute to the PCC for the West Midlands in his campaign to have 'zombie knives' prohibited.

"There has been a groundswell of revulsion and disgust at how easily available these weapons are."

Motorway Delays

The PCC held a follow-up hearing in December 2016 to see how the response to emergencies on the motorway has improved since a fatal crash on the M6 in February 2016.

A number of improvements have been made to how major incidents are dealt with on motorways including: extra training for police officers, earlier access to crash sites and changes to the way Highways England works nationally.

These changes have meant that lanes are re-opened more quickly and that Highways England, the Police and other agencies are now working much more closely together.

It followed his hearing on March 18 that looked into why the M6 remained closed for 24 hours following the tragic incident on February 4. As a result, people were stranded in their cars and vans for hours, with hospital appointments, family funerals and business meetings and deliveries missed - costing the regional economy millions.

During that initial hearing, 11 recommendations were made. The follow-up hearing checked on the progress since then.

Improvements have included:

- Much more information put on police logs for all agencies to use.
- Highways England now has earlier supervised access to crash sites to assess the carriageway and traffic management needs.
- More training for CMPG and Highways England officers.
- Highways England now mobilises repair materials to incidents immediately.
- Major incident training workshops led by Highways England.
- Highways England now has a major incident hotline where its partners can reach it straight away.
- Highways England is working to improve its social media output so it can connect with drivers quicker. The police has also boosted real-time information on its social media feeds.
- Improved communication and collaboration between all agencies.
- Damaged road surfaces are now planed down, allowing traffic to get moving again quicker.
- A fact-finding visit to London's traffic control centre, which managed the Olympic Games traffic issues, has been organised to learn lessons about how they deal with major incidents and events.

The hearing was told how these improvements have already strengthened the response to incidents on the motorway - nationally as well as regionally. For

example, following a severe fire on the M6 northbound earlier this year, all three damaged lanes were resurfaced much earlier as a result of these new ways of working.

However, there is still much work to be done and the upcoming construction of HS2 poses other challenges all groups will need to take into account.

West Midlands Police and Crime Commissioner David Jamieson said: "These hearings have proved to be extremely worthwhile, with a number of improvements made as a result. This just goes to show what PCCs can achieve if they think a little differently.

"We've come a long way since February 2016 but we still have an incredible amount of work to do. Obviously, HS2 is the elephant in the room and if things aren't spot on now, the challenges will be truly vast - the process of construction could seriously undermine our economy during that time. We need to make sure we are prepared for HS2 and its construction doesn't bring our region to a standstill.

"One thing is certain, the problems we have on the roads cannot be solved by one organisation: they are issues for all of us and we must all play our part. The Combined Authority will have a major role in bringing all these things together."

The Police and Crime Commissioner will continue to work with the Mayor and the Combined Authority to improve the resilience of the region's road network.

Unauthorised traveller encampments

West Midlands Police and Crime Commissioner David Jamieson hosted a summit on unauthorised traveller camps on February 10th 2017 - producing an action plan to tackle the region-wide issues.

Greater protection for private businesses, the increased use of official transit sites with electricity and bathrooms and one set of protocols for all councils and the police to follow are among the aims.

The summit, which was attended by MPs, other PCCs, senior police officers, council officials and members of the travelling community, heard how the number of unauthorised sites in the West Midlands has risen from 189 to 395 since 2011.

The five-point action plan is as follows:

One set of protocols for the police and West Midlands councils

Clear, concise, real-time information that is easily shared.

Joined-up approach to identify and secure at-risk sites.

Explore the option of 'negotiated stopping'.

Use of transit sites

Ensure local councils provide adequate transit sites, which are designated temporary spaces with electricity and bathrooms.

Explore the option of 'emergency stopping places'.

The Land Commission should consider provision for the travelling community in its spatial strategy deliberations.

Better protection for private businesses

Stronger police powers for private businesses that currently incur all costs if an unauthorised encampment sets up on its land.

Campaign to make it a criminal offence to occupy business premises.

Share staff

Share staff across councils to be more efficient and effective, especially out of hours.

Have single points of contact to make it easy for partners and to build up relations in travelling communities.

Better cross-border work in the wider West Midlands

Improve the way information is shared across West Midlands borders.

Look at how the WMCA could improve this via its non-constituent members.

West Midlands Police and Crime Commissioner David Jamieson organised the summit following years of frustration from all concerned at the lack of a solution that works for everyone. It looked at what works for both the settled population and travelling communities, what doesn't and what additional powers are needed for local agencies. It was held in February at Lloyd House in Birmingham.

West Midlands Police and Crime Commissioner David Jamieson said: "At the moment, we are not doing the right job in the right way for everybody - this summit helped us see that and move forward on a more productive path.

"We need to have clarity on this issue and the summit has helped us achieve that. We need to be more intelligence-led and share data between all agencies involved.

"At the moment, the situation isn't working - for both the settled population and the travelling community. But we now have a set of practical action points we can work on to improve things for everybody."

Stop and Search

The Police and Crime Commissioner has continued to focus on the use of intelligence-led stop and search.

With West Midlands Police local Stop and Search Scrutiny Panels have been established in each Neighbourhood Policing Unit.

Members of the public can join the scrutiny panels, and their agendas and reports are published. They review the Force's use of stop and search, including examination of individual anonymised stop and search records.

Every six months, representatives from each Stop and Search Scrutiny Panel come together as a "Stop and Search Commission" to consider issues at Force level.

Plans are also being put into place for panels to also examine body worn video footage. The PCC is also committed to ensuring greater oversight of vehicle searches too.

Mental Health

Improving mental health is a key priority of the Police and Crime Commissioner.

West Midlands Police force area is covered by mental health triage teams using ambulance vehicles with a mental health nurse, paramedic and police officer working together to ensure that people suffering with mental ill health get the treatment and support they require.

The teams across the force had involvement with approximately 9,000 people in the last financial year of which a third were face to face contacts on the street or in their own home. As a result police used s136 Mental Health Act 1983 on 852 occasions which is a reduction from last year's 1,019. This year it should also be noted that nobody was taken into police custody who was detained under s136 which is the first time ever. It should be recognised that this means that over 8,000 people received alternative outcomes other than detention under the Mental Health Act with referrals to their GP or other statutory or non-statutory providers completed and supported.

In addition, David Jamieson with the Chief Constable has approved the two-year secondment of Detective Chief Inspector Sean Russell to become Implementation Director of the West Midlands Mental Health Commission and invested £250,000 into the commission to help deliver those aims.

As Director of Implementation, Sean Russell will oversee the delivery of an ambitious action plan which could make a significant difference to people's lives in the West Midlands. It will help people experiencing mental ill health stay in employment, support others get into work, focus on the importance of good-quality housing, stem the flow of people with mental ill health into the criminal justice system and improve timely access to good quality, compassionate care that gives more control to people.

Recruitment

Police and Crime Commissioner David Jamieson announced plans on August 31 2016 to take on 1,150 new starters over the next three years to stabilise the decline in police numbers. The recruitment was only possible because of the efficiencies driven elsewhere in the budget.

West Midlands Police and Crime Commissioner David Jamieson said: "My top pledges during my election in May were to recruit police officers, protect PCSOs and put specialist staff in place to tackle the new threats we face. I am delivering on those promises.

"These new police officers and PCSOs will help make our streets safer and tackle crime. This recruitment is at nearly double the rate of my previous term in office and is only happening because of the tough decisions that have been taken to make West Midlands Police more efficient.

"This new phase of recruitment will also help to make the force look more like the people it serves."

The new recruitment drive is broken down to 800 new PCs, 200 specialist staff in a range of roles, such as investigators, that will help free officers from their desks and get out on the beat, and 150 PCSOs to maintain their numbers.

The last phase of recruitment for 450 officers opened in 2014 with many successful applicants trained throughout 2015 and on the beat towards the end of last year.

The force offers diverse career opportunities, covering local policing, investigation, road policing, firearms and more.

Victims Commission

Supporting victims of crime is a key priority of Police and Crime Commissioner David Jamieson.

The PCC has taken on the bulk of responsibility for commissioning emotional and practical support services for victims, building on existing statutory provision by probation providers. These services are on the whole provided by the voluntary, community and social enterprise sector.

As part of the PCC's first Victims Strategy, the OPCC has worked closely with the voluntary and community sector (VCS), West Midlands Police and partner agencies to create a Victims Commission as the advisory body for specialist victim services. Victims will have support available whether or not they have reported the crime to the police.

The Victims Commission has delivered tangible results such as reducing waiting times for victims of sexual violence, but has also shaped the operational response from West Midlands Police to make sure it puts victims first.

The Commission benefits from external involvement from individuals, groups, organisations and communities.

Table to show funding spent per Victims Commission priority 2016-17:

| Victims Commission Priority | Funding 2016-17 |
|--|------------------------|
| First contact, assessment and referral service | £1,038,920 |
| West Midlands Domestic Abuse Service | £584,233 |
| West Midlands Sexual Abuse Services | £556,860 |
| Victim Support Family Intervention Project | £121,070 |
| FGM support services | £71,679 |
| Modern Slavery and child trafficking | £174,190 |
| Victims Fund | £202,963 |
| Road Traffic Charity Brake | £2,000 |
| Restorative Justice Services | £348,286 |
| Hate Crime | £22,757 |
| Total | £3,122,958 |

Outstanding Citizens 2016

Community heroes from across the West Midlands were honoured in the Police and Crime Commissioner's annual Outstanding Citizens Awards.

The awards are an opportunity for the Commissioner to pay tribute to the everyday people who make the West Midlands a safer and better place to live and work in.

The biggest award of the night - Outstanding Act of Good Citizenship - went to courageous Coventry carpenter Mark Watts, who saved a man's life as he was being attacked with a knife at the side of the road.

Mark said: "It was the biggest surprise. It was just so nice to win the special award - I can't believe it. I think I'm still in shock."

Meanwhile, the Outstanding Citizen award went to 94-year-old volunteer Mary Harvey from Kingstanding, who goes on daily litter picks, cleans dirty street signs, removes graffiti, fundraises for different charities and builds bridges within the community.

Thrilled Mary said: "I'm on top of the world. I am absolutely delighted."

Outstanding Young Citizen went to 15-year-old Millie Dee from West Bromwich, who chased a burglar from her home as she protected her little sister.

She said: "It was a real surprise to win but it's great. I can't believe it."

Outstanding Community Project was awarded to Box Clever, the non-contact youth club run by former World Champion boxer Wayne Elcock in Solihull.

The sportsman said: "It's fantastic - I'm delighted. It will give the lads in the gym a real lift. It's a fantastic achievement for us. Boxing isn't always portrayed in the best light but awards like this help us show the good side of the sport - the discipline, the self esteem and the camaraderie."

Inner-city football team Sporting Sandwell, which offers a sports and mentoring club in Aston, was named Community Initiative Fund winner.

Long-serving custody visitor volunteers were also honoured at the event for their vital public service in ensuring those in police cells are being treated correctly.

The heart-warming awards ceremony was held on July 13 2016 at The REP in Birmingham.

David Jamieson said: "It was a truly inspirational evening.

"There is no word for these people other than 'heroes'. It was wonderful to meet to all the nominees and winners and hear about their miraculous stories of bravery,

selflessness and triumph over adversity.

"I'd like to offer my sincere congratulations and thanks to all the nominees and winners - they are a true credit to the West Midlands."

There were a number of runners-up on the night.

Wolverhampton Street Pastors and Stourbridge's The What? Centre volunteering team were runners-up for Outstanding Community Project, while six-year-old lifesaver Harvey-Leigh Greenwood from Rubery was second in Outstanding Young Citizen.

Mentor and counsellor Jon Mansell from Halesowen was runner-up in the Outstanding Citizen category, as was mother and daughter team Becki Peach and Hannah Matthews from Willenhall, Walsall, for saving a man's life as he threatened to jump from a motorway bridge.

Youth Commissioners

The PCC's Youth Commissioners are elected by their peers to represent young people in the West Midlands.

They highlight important issues that affect young people and work to improve them.

The Youth Commissioners are:

Birmingham North: Shahnoor Adil

Birmingham East: Connor Fowler

Birmingham West and Central: Jack McTavish, Caitlin Kelly

Sandwell: Lucy Hunt and Adam Shaikh

Coventry: Anil Kararra and Yazmin Francis

Dudley: Alex Russell and Louise Pardoe

Solihull: Chloe Gibbs and Charlotte Oliver

Wolverhampton: Emma Curran and Elizabeth Williams

Walsall: Adam Anwar and Luke McDermott

In 2016, the PCC commissioned a Leadership course for Youth Commissioners, ensuring they developed their skills in research, developing a campaign and presenting to decision makers. At the 2016 Youth Summit, the Youth commissioners delivered their campaign messages to the Commissioner, youth delegates, and police officers from across the force area. The summit included an insight to the WMP new digital platform and an interactive discussion on being an active citizen.

In 2017, WMP have responded to the key concerns raised by Youth Commissioners, involving them in work around spit guards, CSE, Hate Crime, the new WMP digital platform, the ethics of Big Data and the new Cadet Service. Individual Youth Commissioners have also served on an Assistant Chief Constable selection panel and have visited women's refuge centres, St. Basil's charity and the national police helicopter service at Birmingham Airport. They have been consulted on and involved in the content and design of the PCC's Youth Strategy.

Active Citizens Fund

Police and Crime Commissioner David Jamieson and West Midlands Police have overhauled the way 'Proceeds of Crime Act' (POCA) funding is distributed to ensure that it is supporting citizens to become more active in their communities through a new Active Citizens Fund.

The PCC has worked with local police commanders to ensure that funding is actively supporting citizens to make their communities safer.

The scheme involves nearly a million pounds being spent on schemes in the West Midlands, using money seized from criminals.

Over the last year local police commanders engaged with their communities to involve them in the decision making process. Commanders held a series of events to involve people in deciding which projects should be funded in their neighbourhoods.

Police and Crime Commissioner David Jamieson said, "The Proceeds of Crime Act allows police forces to use money and goods seized from criminals to be used to make local communities safer.

"I have overhauled the previous system to make sure both local people's priorities and my police and crime plan are taken account of when this money is distributed."

In addition to POCA funds, the scheme will also be supported using funds from the Police Property Act (PPA) and the Community Initiatives Fund (CIF). The PPA is comprised of funds obtained via the sale of goods recovered by the police that cannot be returned to their original owner. CIF was used to improve community safety and increase reassurance through small-scale financial assistance to community based initiatives in the West Midlands.

Summits

West Midlands Police and Crime Commissioner David Jamieson hosts regular summits and events to connect with as many people as possible on key issues.

The summits, which cover a variety of topics, bring together members of the public and industry experts to share opinions, concerns, solutions and best practice.

They are an excellent way to reach different groups of people and form strong bonds with stakeholders.

Annually the PCC holds a Business Summit. This year organised crime, cyber security, opportunities for young people and the police budget were discussed at the event chaired by Board member Waheed Saleem.

As well as the PCC, speakers included Assistant PCC Ashley Bertie, who discussed the Commission on Gangs and Violence; Superintendent Keith Fraser, who is the business lead for West Midlands Police; Anna-Maria McAuliffe from Wolverhampton Business Crime Reduction Partnership; Waheed Saleem from the Commissioner's Strategic Policing and Crime Board; and PCC Chief Finance Officer Mark Kenyon.

More than 100 people from the business community attended the event.

During the summit, David Jamieson addressed the audience about businesses supporting local young people by offering employment, training or apprenticeships.

A Youth Summit was held in December 2016 and around 100 young people attended.

The summit focused on young people and the issues that matter to them, including safer travel, internet safety, digital policing and the dangers of sexting.

Brand new Youth Commissioners - who are the voices of their peers when it comes to matters of policing and crime in the region - were also welcomed to their roles.

A Best Practice summit on tackling gangs and violence was held in February 2017.

The event, chaired by Assistant PCC Ashley Bertie, was attended by senior police officers, policy makers and key decision-makers.

Held at Aston University, the summit informed delegates of the work so far by the PCC's Commission on Gangs and Violence. The summit also allowed people to share best practice from around the country and assess the impact of gang culture in the West Midlands.

Key speakers included specialist officers from West Midlands, Merseyside and Kent police forces, as well as officials from the Ministry of Justice. Also attending on the day were youth workers, community groups and practitioners. In total, more than 100

people were in attendance, taking part in workshops, group discussions and Q&A sessions.

Other events included summits on Motorway Delays and Unauthorised Traveller Encampments, conferences on forced marriage, honour based violence and modern slavery as well as a Partnership Summit with Community Safety Partnerships that looked at youth offending and discussed the development of a West Midlands Community Safety Partnership.

Decisions of the PCC

The West Midlands Police and Crime Commissioner is the local governing body for policing in the West Midlands*. The Commissioner has executive powers to make decisions that are set out in the Police Reform and Social Responsibility Act 2011 and he is required to publish a record of those decisions.

What follows are the decisions taken from April 1, 2016 to March 31, 2017.

All of the decisions and the work of the PCC are scrutinised by the West Midlands Police and Crime Panel, which meets once a month and acts as a critical friend to the Commissioner. Full details of the work of the Police and Crime Panel can be found on its website, <http://westmidlandspcp.co.uk/>.

April 4, 2016

WMPCC 011-2016 Treasury Management Strategy 2016-17

The Commissioner formally adopts the CIPFA Code of Practice for Treasury Management

- a) The Commissioner approves the Treasury Strategy Statement for 2016/17 set out in Appendix B.
- b) The Commissioner approves the criteria for selecting counter parties and the current eligible counter parties and their limits as set out in Appendix C.
- c) The Commissioner will undertake a mid-year review of Treasury Management activity in accordance with the CIPFA Code of Practice for Treasury Management. This will be reported to the Joint Audit Committee.

April 12, 2016

WMPCC 012 2016 - Provision of Legal Services

A decision to procure legal services. This decision is commercially confidential.

April 15, 2016

WMPCC 013-2016 West Midlands knife bins

The Commissioner approves the allocation of £24,000 to Words 4 Weapons to provide 8 weapon surrender bins which are situated in Wolverhampton x 2, Birmingham North & East x 2 and Birmingham West & South x 4

April 29, 2016

WMPCC 014 - 2016 Renewal of lease for Diamond House

A decision to renew a lease. This decision is commercially confidential.

May 12, 2016

WMPCC 015 - 2016 Establishment of, and appointment to SPCB; deletion of DPCC post and appointment of mental health champion

1. That a Strategic Policing and Crime Board be established with effect from 1 June 2016 with the role profiles and terms of reference set out in this paper.
2. That the process for the selection and appointment of members of the Board be approved as meeting the principles of obtaining value for money as required by the Rules for Contracts and Financial Regulations.
3. That a mental health Champion be appointed to support the work of the Commissioner
4. That the post of Deputy Police and Crime Commissioner be deleted from the establishment of the Office of the Police and Crime Commissioner West Midlands.

May 19, 2016

WMPCC 016 2016 Mobility Project Decision Phasing

WMPCC 016 2016 is a confidential decision related to the Mobility Project.

May 19, 2016

WMPCC 017-2016 The provision of services for forensic examinations for the West Midlands

A decision for the Provision of Services for Forensic Examinations for the West Midlands region. This decision is commercially confidential.

May 27, 2016

WMPCC 019 2016 - The Provision of Building Property Repairs and Maintenance for all West Midlands Police (WMP) Sites

A decision for the Provision of Building Property Repairs and Maintenance for all West Midlands Police (WMP) Sites. This decision is commercially confidential.

May 31, 2016

WMPCC 020 2016 - Victims' Fund – Allocation for Paediatric SARC Provision

The Commissioner approves the allocation of funding from the Victims' Fund of £90,000 as a contribution towards the Paediatric SARC contract.

June 1, 2016

WMPCC 022 2016 Appointment of SPCB

The Commissioner approves the establishment of a Strategic Policing and Crime Board with effect from 1 June 2016.

June 3, 2016

WMPCC 021-2016 Scheme of Corporate Governance

The Commissioner approves the Scheme of Governance attached to this decisions and the accompanying corporate governance documentation.

June 7, 2016

WMPCC 018-2016 Approval of Policies

The Commissioner approves the new policy on visits to victims and their families by members of staff and the Strategic Policing and Crime Board. PCC has introduced this to protect employees, victims and their families, and ensure that West Midlands Police activities and investigations are not adversely or unnecessarily affected.

June 28, 2016

WMPCC 023 2016 - IIP Contract

The Commissioner approves the contractual right to withhold payment pursuant to the 'holdback' amount for financial year 2015/16.

July 1, 2016

WMPCC 024 2016 - The Provision of a Managed Mobility Service for West Midlands Police

The Provision of a Managed Mobility Service for West Midlands Police is a commercial confidential decision.

July 4, 2016

WMPCC 025 2016 - Active Citizens Fund Allocations

The Commissioner approves the decision that a release of funds from the Active Citizens Fund will be delegated by the Chief Executive in consultation with the Chief Finance Officer.

August 5, 2016.

WMPCC 026-2016 - The Provision for Business Travel and Accommodation Services

A decision to approve a contract awarding to Click Travel via Crown Commercial Services.

September 23, 2016

WMPCC 027 2016 - Policy Updates

Decision brings together a number of updates to policies previously approved and revokes the decision to appoint a Mental Health Champion in light of the SPCB demonstrating sufficient knowledge and experience to raise the profile of mental health and provide advice to the Commissioner.

Staff required to sign a declaration of compliance in regards issue of mobile devices. Also amends the Travel Allowances and Expenses policy, to provide guidance to staff in regards travel arrangements to Lloyd House.

September 23, 2016

WMPCC 028 2016 Protected Personnel Carriers

Decision by the Commissioner to authorize a collaboration agreement under s22 and 23 of the Police Act 1996 in respect of the vehicle procurement consortium.

October 5, 2016

WMPCC 029-2016 Support Services for Victims of Sexual Abuse

Decision to approve the allocation of £318,412 to the successful organizations: Sandwell Women's Aid, Birmingham and Solihull Women's Aid, Birmingham Rape and Sexual Violence Project.

October 4, 2016

WMPCC 030-2016 Restorative Justice

Decision to approve £17,500 for the scoping study, development of a framework and delivery model for Restorative Justice for the West Midlands to Restorative Solutions CIC.

October 12, 2016

WMPCC 031 2016 Collaboration Agreements

The Commissioner approves three collaboration agreements:

1. Regional Organized Crime Unit
2. Counter Terrorism
3. ACRO

November 2, 2016

WMPCC 032 2016 - Victims Fund Allocations

The Commissioner approves the allocation of £187,963.20 to projects associated with providing emotional and practical support to victims of crime.

November 11, 2016

WMPCC 0034 - 2016 Approval of the Anti-Fraud Bribery and Corruption Policy and Fraud Response Plan

Decision to approve the Anti-Fraud Bribery and Corruption Policy and Fraud Response Plan

November 11, 2016

WMPCC 036-2016 Police and Crime Plan

The draft Police and Crime Plan built around seven key themes is approved.

November 11, 2016

WMPCC 037-2016 Decision to award financial assistance to assist with legal costs

WMPCC 037-2016 is a confidential decision to award financial assistance to assist with legal costs

December 2, 2016

WMPCC 038 - The Procurement of Protected Personnel Carriers

WMPCC 038-2016 is a confidential decision to procure Protected Personnel Carriers.

November 2, 2016

WMPCC 035 2016 - Annual Report

The Commissioner approves the Annual Report 2015/25 to be electronically disseminated, and hard copies be circulated to central libraries in local authority areas.

November 7, 2016

WMPCC 033-2016 Secondment to WMCA

The Commissioner approves allocation of resources to enable the secondment of Chief Inspector Sean Russell to the WMCA as Director of Implementation.

December 2, 2016

WMPCC 039 2016 - Language Services

WMPCC 039 2016 is a confidential decision to procure Language Services.

December 2, 2016

WMPCC 040 2016 - Kenneling of Seized Dogs

WMPCC 040 2016 is a confidential decision to procure the Kenneling of Seized Dogs.

January 5, 2017

WMPCC 001 2017 Stronger Communities Fund

The Commissioner approves allocation of funding to various organizations throughout West Midlands local authorities.

January 24, 2017

WMPCC 002 2017 Public Sector Audit Appointments

The Commissioner approves the decision to opt into a national procurement exercise to appoint External Auditors for the Police Crime Commissioner for the West Midlands.

February 8, 2017

WMPCC 003 2017 Amendment to Scheme of Delegations

A number of changes to the scheme of delegations following changes to the senior police staff structure within West Midlands Police.

January 31, 2017

WMPCC 004 2017 The Supply and Delivery of Information Communication Technology (ICT) Solutions

This is a confidential decision about the Supply and Delivery of Information Communication Technology (ICT) Solutions.

February 10, 2017

WMPCC 005 2017 Victims Services

The Commissioner approves the allocation of funding to the various organizations providing support services for victims of crime. These services help victims cope with and recover from the impact of crime.

February 10, 2017

WMPCC 006 2017 2017-18 Revenue Budget and Precept and Capital budget

A decision to approve the Revenue Budget and Precept and Capital Budget and Programme 2017/18 to 2019/20.

February 14, 2017

PCC Decision 007-2017 Provision of Financial Assistance - Home Office Circular 43-2001

This is a confidential decision relating to the Provision of Financial Assistance - Home Office Circular 43-2001.

March 3, 2017

WMPCC 010-2017 Decision on National Uniform Managed Service

A confidential decision regarding the National Uniform Managed Service.

March 3, 2017

WMPCC 011-2017 Decision on PPE suits

A confidential decision regarding PPE suits.

March 3, 2017

WMPCC 009-2017 car parking police building

A confidential decision on car parking at police buildings.

March 7, 2017

WMPCC 012-2017 Reservists Policy

Decision to approve the Reservists Policy. The policy sets out the Commissioners position and explains guidance for line managers and staff members who are or want to become a volunteer reservist.

March 7, 2017

PCC Decision 013-2017 Fees and charges 2017/18

The Commissioner approves the Fees and Charges for 2017/18 as set out in the Fees and Chargeable schedule.

March 13, 2017

PCC Decision 014-2017 Victims Services

The Commissioner approves the allocation of funding to organisations working with the victims of crime.

March 16, 2017

**PCC decision 015-2017 Provision of Financial Assistance - Home Office
Circular 43-2001**

This is a confidential decision on the provision of financial assistance.

*The Office of the West Midlands Police and Crime Commissioner complies with the Elected Local Policing Bodies (Specified Information) Order 2011, which specifies information which must be published by a Police and Crime Commissioner and the Mayor's Office for Policing and Crime. Relevant information can be found on our website at <http://www.westmidlands-pcc.gov.uk/>

Achievements of your Police and Crime Commissioner in 2016-17:

- Increased the recruitment of police officers – 800 to be recruited by 2020
- Began the recruitment of 150 PCSOs to support neighbourhood policing
- Put plans in place to recruit 200 specialist police staff to help tackle emerging threats such as cyber crime
- Ban on so-called zombie knives became law in August 2017 after a year long campaign by the PCC
- HMIC rated West Midlands Police as ‘outstandingly efficient’
- Moved back into Lloyd House – saving over £2.5 million a year in city centre rents
- Awarded a Transparency Quality Mark - meaning the OPCC hits a high standard in having accessible information for the public
- Improved the co-ordination and response to incidents on the region’s motorways following public hearings convened by the PCC
- Brought together councils from across the region to tackle the issue of unauthorised traveller encampments
- Supported the Mental Health Triage scheme – helping to ensure for the first time that no-one detained under s136 of the Mental Health Act ended up in custody, but instead received the support they required