



**STRATEGIC POLICING AND CRIME BOARD**

**Notes of meeting held on Tuesday, 5 September 2017  
Main Conference room (G2), Lloyd House**

**Present:**

David Jamieson - Police and Crime Commissioner  
Ashley Bertie - Senior Assistant Police and Crime Commissioner  
David Thompson - Chief Constable  
Louisa Rolfe - Deputy Chief Constable  
Kirk Master - Deputy PCC for Leicestershire

Sarah Boycott - Assistant Chief Constable  
Claire Bell - Chief Superintendent

Dr Cath Hannon - Board Member  
Ernie Hendricks - Board Member  
Brendan Connor - Board Member  
Gurinder Singh Josan - Board Member  
Waheed Saleem - Board Member  
Cllr Liam Preece - Board Member

Jonathan Jardine - Chief Executive  
Mark Kenyon - Chief Finance Officer  
Ben Twomey - Policy Officer  
Alison Spence - Performance Analyst  
Richard Costello - Media & Communications Manager  
Neil Chamberlain - Acting Director of Commercial Services  
Ali Layne-Smith - Director of People and Organisation Development

8 observers

A note taker and a webcaster

<b>099/17</b>	PCC David Jamieson opened the meeting and welcomed Kirk Master, Leicestershire's Deputy Police and Crime Commissioner, who would attend the meeting for part only.	<b>099/17</b>
<b>100/17</b>	<b>Item 1 – Conflicts of Interest</b>  There were no conflicts of interest declared.	<b>100/17</b>
<b>101/17</b>	<b>Item 2 – Apologies</b>  Apologies were received from ACC Marcus Beale, ACC Gary Cann, ACC Alex Murray and APCC Dr Lynnette Kelly.	<b>101/17</b>

102/17	<p><b>Item 3 – Notes of last meeting</b></p> <p>There was one outstanding action from the last meeting. Brendan Connor had asked, “How many Search Warrants have been requested in each of the last 3 years? How many were refused by the Magistrates in each year? What measure of effectiveness does WMP use in assessing the impact of the use of search warrants in operational policing?” The Chief Constable did not have the information available but committed to obtaining relevant information from the Courts in order to update the Board on the questions posed. <b><i>This information has not been made available to date and so the Chief Constable advised he would provide an update as soon as he was able to.</i></b></p> <p><i>Updated Force response: West Midlands Police does not have an accurate record of how many search warrant applications have been made to the courts over the last 3 years. Officers apply directly to the court for a warrant and are not required to go through any central WMP admin function. Prior to 2017, Legal advisors at the court endorsed the warrant application on the day at court and a copy of the application filed at HMCTS (including any that had been refused). It would require HMCTS to manually go through all these records to ascertain volumes and results.</i></p> <p><i>In January 2017 an application register was implemented nationally and managed by each court house locally. Information is recorded by HMCTS on the amount of warrant applications made by the Police and other agencies, which includes detail as to if the warrant was granted/refused or withdrawn. This is not currently a shared document and therefore cannot be accessed locally or nationally. We are currently liaising with partners in relation to obtaining access to the information on WMP search warrants moving forward.</i></p> <p>There were no other matters arising and no inaccuracies.</p>	102/17
103/17	<p><b>Item 4 – Acceptance of Petitions</b></p> <p>There were no petitions received.</p>	103/17
104/17	<p><b>Item 5 – Public Questions</b></p> <p>There were no questions from members of the public.</p>	104/17
105/17	<p><b>Item 6 – Questions from the Board on matters not on the agenda</b></p> <p>There are 3 questions to be asked.</p> <p><b>Question 1</b> was raised by Waheed Saleem. He asked,</p> <p>“Can the Chief Constable set out the number of successful convictions of individuals involved in “on-street sexual grooming” and how many active investigations are currently on-going?”</p> <p>The Chief Constable responded, making the following points:</p> <ul style="list-style-type: none"> <li>• On-street sexual grooming is not a recognised category against which the Force reports. There are a number of categories within that particular term eg child abuse, some types of sexual</li> </ul>	105/17

- offences, human trafficking and violence -not domestic violence.
- 185 cases were prosecuted in Crown Courts and 25 in Magistrates Courts with a conviction rate of 68% in Crown Courts and 62% in Magistrates Courts.
- In 2016/17, where there was more than one defendant involved, WMP took 25 prosecutions to Crown Court and the conviction rate was 54.3%.
- There were 216 crime reports with CSE markers during that year. Of those, 28 have been completed at court resulting in positive outcomes. There are 92 ongoing. Peer to peer cases are unlikely to be prosecuted.
- 15 investigations currently with PPU are more serious and large scale, involving offenders who have the propensity to be, or who are, involved with multiple suspects on multiple victims.
- 2 of those 15 cases are Operation Simitar and Operation Sovereign, both of which have resulted in convictions and sentences ranging from 18 months to 12 years.

In summary, a large number of offences; a large number through the courts, although some will not get that far as peer to peer under age of consent; and currently 15 large scale cases ongoing.

Waheed Saleem asked a supplementary question: “Of those investigations involving multiple offenders, what are the ethnic backgrounds and what procedures are you putting in place to support victims? In addition, is there any work being done on threat analysis and prevention?”

The Chief Constable advised that he did not have data on ethnic background but it would likely be a mixture of many ethnicities. With regard to prevention work, he said that this would be discussed in more detail in the paper on ‘Hidden Crimes’ later in this meeting. In the interim he mentioned the ‘See Me, Hear Me’ prevention campaign and the general awareness raising work being done, especially with young people at risk. He stressed that it was important not to pigeon hole what an offender might be or what a victim might look like.

Gurinder Josan asked if the Chief Constable thought it would be helpful to have an ‘On-street Sexual Grooming’ category on which to report.

The Chief Constable responded by saying that WMP will flag young people at risk of CSE. A lot of work is done around safeguarding and risk but there is no way of counting that specifically. He felt that this a reasonable place to be as care has to be taken not to assume that grooming takes one particular form. The nature of abuse takes many forms and the way it is currently counted helps to create the bigger picture.

**Question 2** was raised by Gurinder Singh Josan. He asked,

“Can the Chief Constable provide a breakdown of the number of applicants for the recent PCSO recruitment that closed on 24 August 2017, including the ethnicity and gender of applicants?”

The Chief Constable gave the following statistics:

- 74% white British
- 26% other ethnic minority groups

He added that this is below the Force aspirations and they will need to look again at what more can be done to stimulate attraction.

There was a considerable level of interest from the Asian community although not all will convert from expressions of interest to actual applications.

In terms of gender: 57% are males and 43% females.

Sexual orientation: 88% heterosexual and 12% split between bi-sexual, gay male, gay female or not stated.

In summary, there is a need to keep pushing to get more applicants from broader communities and the Force are looking harder at positive strategies. The Chief Constable confirmed he would report in due course on the conversion rate from candidates to successful postholders.

**Question 3** was raised by Dr Cath Hannon, who asked,

“Can the Chief Constable describe the current and future response of police and partners to the recent spate of anti-social behaviour demonstrated by gangs of motor bikers and pedal cyclists?”

The Chief Constable commented that communities regard these as appalling and lawless activities. They bring danger to the public and set themselves up as something to be aspired to via social media. Some areas of response by WMP are –

- Operation Rathbone. Led by ACC Alex Murray with a small number of seconded staff focussed on “organised ride-out activity”. They have seized a number of bikes and interviewed 56 suspects regarding a number of offences. There are several cases with the CPS pending decisions.
- Use of Stinger devices. The Force has found a safe protocol to manage these devices when used against bikes.
- Helicopter and public evidence recording teams. There has been a lot of success around photographing riders.
- Intelligence gathering – has produced some success around curbing large organised ride-outs.
- Work with Birmingham and Solihull Councils using injunctions where possible.
- Work with Sandwell Council and the Fire Service around disrupting events.
- Developing a DNA spray to use on bikers. Rather than trying to stop and detain (which is difficult and potentially dangerous) WMP can use spray to mark clothing and bikes which can then be identified on subsequent raids.

In summary, there is a lot of tactical work taking place involving a lot of partnership work. The Chief Constable went on to say that this is a countrywide phenomenon and the best way the public can engage is by

	providing information to the police. He gave assurances that this can be done anonymously via Crimestoppers.	
<b>106/17</b>	<p><b>Item 7 – Substance Misuse</b></p> <p>The Commissioner moved the meeting on to item 7, which was the report on Substance Misuse. This is an issue which featured in the Commissioner’s manifesto during the last election campaign and is now part of the Police and Crime Plan. Mr Jamieson commented that while many agencies are dealing with drugs and doing some very good work in their specific areas, including the police, collectively there is a large amount of failure and the cost in human and economic terms is truly enormous. He stated that across the West Midlands the cost of drug taking could be £1.4 billion per annum. There is a cost to damaged lives, to the community around them, to the NHS, and to local authorities ie cost of caring for children who have one or both parents addicted to drugs and not capable of looking after them. There is a cost on police time too and finally there is a toll on mental health of those who take drugs.</p> <p>The Commissioner handed over to Ben Twomey to present the report and asked him some mention highlights, assuming everyone had read it in advance.</p> <p>Ben opened by stating the purpose of the report and went on talk about the 9 principles drawn together to set the basis of a drug policy. The first 3 are set out in the Police and Crime Plan:</p> <p><b>i) Early interventions for those going down the wrong path</b></p> <ul style="list-style-type: none"> <li>- Looking to effectively stop children and adults from falling into drug abuse and gangs.</li> <li>- 22,500 children in the West Midlands have one or both parents who suffer from drug addiction. If parents are unsupported into recovery the risks are huge. Children may go into care and may be involved with the police in later life.</li> <li>- Half of all burglaries and shop theft carried out in the area by heroin and crack cocaine users</li> <li>- Gangs use children as young as 12 for drug running. If children not successfully diverted this activity leads to involvement in organised crime.</li> </ul> <p><b>ii) Robustly tackle organised crime</b></p> <ul style="list-style-type: none"> <li>- In West Mids alone organised gangs are profiting from drug trade worth £2m</li> <li>- Gangs are likely to be involved in violence, burglary, sexual offences, drug trafficking and money laundering both locally and internationally.</li> <li>- Need to take away their power and their profits by being more creative and addressing supply and demand.</li> <li>- An estimated 150,000 people are currently using illegal drugs in the West Mids and they are potential customers of organised crime bosses.</li> </ul>	<b>106/17</b>

**iii) Support those suffering from addiction into recovery**

- Ben Twomey gave a fictional account to demonstrate this point, which involved someone going into prison where he tried heroin for the first time. His life spirals downwards as he is dependent on drugs and commits crime to feed his habit. Typically this person would cost the region just over £26k per year.
- Rough sleeping and homelessness has tripled in this region in the last 7 years.
- There are 6 times as many sleeping on the streets of Birmingham that there were in 2010.
- This desperate situation can impact adversely on mental health and can increase dependency on drugs.
- The report included a snapshot of a needle map and making reference to this, Ben gave an account of an outreach worker who works in the West Midlands.
- She told of an increase in the number of people dying from sepsis because of their hands being dirty when injecting. She went on to speak of regularly coming across people who can no longer find veins to inject and so are trying the groin and neck areas, sometimes hitting arteries by mistake. The results are amputations, drug overdoses and death.
- Every 3 days someone in the West Mids dies from drug poisoning; every 4 hours in England. A record number for the 4<sup>th</sup> year running.

The second 3 principles are from the police 'mission':

- iv) To prevent crime
- v) To protect the public
- vi) To help those in need

And the final 3 principles are:

- vii) To reduce harm
- viii) Follow the evidence for what works
- ix) Work better with our partners

This report recommends that the drug policy is rebuilt on all 9 principles stated. Ben Twomey added that the Commissioner is considering hosting a Drugs' Summit to bring together agencies with a common purpose and whilst everyone is aware that budgets for this work are shrinking, it is not an option not to fix it. A change of approach has to be found.

The Commissioner thanked Ben Twomey for the report and added that we must use existing money differently and more effectively.

Ernie Hendricks commented that it is essential that we get on top of the problem and stated that Portugal, Canada, Dublin, Glasgow and Durham are all adopting new approaches. He thought perhaps the West Mids should follow suit starting with the Summit.

Liam Preece asked if any evidence of peer learning had been found between Councils whilst this report was being written. Ben Twomey



responded by saying that he had found a great deal of communication between Councils and their public health teams who do share information but it is important to note that different challenges are faced in different areas. He added that the Summit would help to inform the bigger picture.

Waheed Saleem made the following comments:

- i) Early use of cannabis and the onset of mental illness has been linked and we need to be looking at that impact. We also need to be looking at the short and long-term effects on the NHS.
- ii) Public Health money that is being put into drug treatment has significantly decreased over the last 4-5 years and has the potential to decrease further. We need to ensure that local authorities are held to account so that they continue to invest in drug prevention and treatment and question the outcomes of the last 3-4 years from existing providers of recent years.
- iii) We need to look at the issue of budget differently. There needs to be a holistic base-placed budget rather than an organisational approach.

Gurinder Josan commented that the £26k mentioned as cost of crime in the report is probably a conservative estimate. In addition, he felt that there was very little monitoring information in the report other than some BME figures in para 43. Finally, he said that para 21 suggested the number of young people using drugs has dropped by 10% since 1996. He asked if this is because the education programme is working.

Alison Spence responded to these comments:

- Regarding to the £26k figure, they had looked at the Home Office research on costs per problematic user. £43k per year was the figure given but this includes criminal justice costs, costs to victims, the health service, social care and costs around drug deaths. The figures are from the early 2000s and so is out of date but there is a gap in terms of updated knowledge.
- Monitoring. The PCC's office is looking at developing new approaches, working with partners on better data sharing and better data monitoring.

Ben Twomey said that it was definitely the case that drug use leads to poor mental health but is treated in isolation and this needs to change. To address the point about the education programme he added the downward trend has stabilised since 2010 and so a new approach is now needed although education is still really important.

Regarding shrinking budgets, he said that this is a real issue and if it is not addressed the result will be the criminality of those who are not in treatment.

The Chief Constable thanked Ben, Alison and Ernie for this piece of work and commented that he felt the aim today was to air the dilemma and challenges that are there to begin the process of what the response to it should be. He added that this is a complicated and changing problem and gave the example of the demands on the Force from use

of psychoactive substances which have developed in recent times. He said that a thoughtful evidence-based strategic approach was required and that it was very important that it is not approached from an organisational silo. The Chief Constable committed the Force to playing a full part in the debate where all organisations need to be open to a different approach.

The Commissioner asked if users were not feeding their habits through acquisitive crime, what impact would there be on police time and resources? In response, the Chief Constable said that this would be hard to quantify but confirmed that a huge proportion of crime is underpinned by drugs.

Kirk Masters commented on the good quality of the report and then asked the Chief Constable what WMP is doing about organised crime and turning off the 'financial tap' which will in turn affect the flow of substances at ground level.

The Chief Constable said that organised crime is now being seen as a strategic national security threat. In terms of response:

- WMP are liaising with the International Crime Agency regarding supply routes.
- Working with EUROPOL as a lot of operations are transnational;
- Use of legislation around POCA;
- A lot of work locally around cannabis farms.
- A lot of enforcement work but pivots around work done with ROCU.

Gurinder Josan felt the Drugs Summit would be a good idea and asked if any interest had been shown by Andy Street, Combined Authority Mayor. The Commissioner confirmed that it was his intention to invite the Mayor to the Summit and for him to have a role in creating a new policy. He asked Kirk Masters if someone from Leicestershire would like to also attend should the Summit go ahead. Kirk Masters said that he was sure they would.

Brendan Connor raised a point about prisons. He said that being held to account with regard to drugs is something that does not figure in the contracts of current private security companies (ie G4S) and so it is very important that different prisons are represented at any summit.

Ashley Bertie referred to para 32 of the report which concerned drugs and cyber crime in the region and asked the Chief Constable for his comments. The Chief Constable replied that generally drugs involve a lot of use of the internet and telecoms with encrypted apps to enable the supplier, which is why a lot of WMP work is done on a covert basis. In terms of what the Force do around cyber crime, he said that this includes a lot of work on grooming, sexual offences and work through ROCU looking at crime groups using the internet.

The Commissioner commented that the main thing for the man on the street was the cost which everyone is paying and which could be better spent elsewhere.



	There was a comfort break at 1120 hrs and the meeting resumed at 1130 hrs.	
107/17	<p><b>Item 8 – Hidden Crimes and Reporting</b></p> <p>The Dep Chief Constable said that this was a long and complicated report which she assumed everyone had read. She advised that work in the area of hidden crimes is aligned to the Police and Crime Plan objectives and is led by the PPU, headed up by CS Claire Bell. The work is focussed on working effectively with partners, integrating service delivery to safeguard victims and increase their confidence to report. They also focus on prosecution and offender management and learning from successes and what has not worked so well. The DCC continued to highlight areas of the report including:</p> <ul style="list-style-type: none"> <li>- The last 12 months have shown an increase in all areas of hidden crime reporting. Exceptional levels but reflects the national picture.</li> <li>- Against a backdrop of reducing resources, there has been significant investment in sustaining PPU. July 2017 saw the start of a 6-month project to improve capability to fit contemporary and emerging needs around hidden crime.</li> <li>- WMP is part of PVVP Board working with partners. There are 3 areas of focus – prevention, protection and justice.</li> <li>- Operation Sentinel is a long-established initiative which was started to raise awareness of hidden crime and is now held up nationally as best practice.</li> <li>- Focus of Op Sentinel is domestic abuse, child abuse, CSE, modern slavery, human trafficking, forced marriage, honour based abuse and FGM.</li> <li>- 4<sup>th</sup> phase of Op Sentinel about to go live with specific focus on domestic abuse, child abuse, CSE, missing people and modern slavery.</li> </ul> <p>The DCC then updated the Board on each category of hidden crimes as laid out in the report. In brief:</p> <p><b>Domestic Abuse:</b> Year-on-year increase of reporting. Last year nearly 30% increase. PPU are working with NPUs to get to victims quicker. The roll out of body worn cameras has shown initial success – 10% increase in charges, 9% increase in early guilty pleas and a reduction of 13.5% in length of time taken to prosecute. Still more evaluation to do. Looking to increase work on the domestic abuse perpetrators’ programme.</p> <p><b>Child Abuse investigations:</b> 77% increase in reporting in last 3 years. Several high-profile cases over the last 12 months and use of partnership intelligence and offender mapping has led to successful proactive investigations of high harm and prolific offenders. PPU has developed an integrated clear strategy around response to cases of CSE. There are a number of on-going initiatives with hotels and fast food outlets, so that they are aware of signs to look out for and there are mechanisms in place so that they can alert the police.</p> <p><b>Adults at Risk:</b> Working hard to influence local authority partners to ensure multi-agency safeguarding arrangements consistent across the</p>	107/17

Force area.

**FGM:** Last year the Force did some 'flash mob' work at New St Station to highlight this issue. The mandatory reporting requirement for health, social care and teachers in England and Wales to report cases of FGM has contributed to the increase in referrals from 25 in 2012 to 162 in 2016/17. There are still challenges in securing successful prosecutions.

**Forced Marriage and Honour-Based Abuse:** No significant increase in reporting over the last 12 months. A difficult area to police as some victims lack confidence in coming forward and some do not want to get their families in to trouble.

**Modern Slavery and Human Trafficking:** Majority of investigations are linked to child abuse, CSE and/or labour exploitation. The Force has a lot to do especially around those involved in street sex work. They now have a clear delivery plan and are linked with the National Joint Slavery Trafficking Assessment Centre and the aligned Insight team which is allowing them to see the threat picture locally and nationally.

**Hate Crime:** WMP have a strategy in place. Over last year's reporting period, hate crime and non-crime incidents in West Mids increased by 10.7%. The Force are working with leads across the region and third party reporting centres to encourage victims to come forward

The Commissioner asked about the effect of body worn cameras at domestic violence incidents. The DCC responded by saying that while it is still early days, there has been some positive outcomes. The resulting footage provides good representation of the scene and can be particularly impacting in terms of demonstrating the fear or reluctance of the victim and/or the hostility or controlling nature of the perpetrator which is often difficult to portray in a written account.

Discussion followed in regard to this report, particularly around threat or harm analysis, whether officers are sufficiently trained to recognise and deal effectively with domestic violence, coercion and control and FGM.

CS Claire Bell responded to points raised, outlining the structure of PPU and explaining that there are thematic and strategic leads looking at threats and harm drawing in domestic abuse. She pointed out the cross-over of harm categories eg CSE, modern slavery and children trafficking. She commented that the PPU are seeing CSE victims becoming victims of domestic abuse. She added that they are seeing domestic abuse in its broadest sense as it is not just between intimate partners. The volume of reporting is unprecedented. The adult MASH work in Wolverhampton and Dudley has revealed increased reporting of domestic abuse by children caring for parents or elderly couples in intimate relationships who are struggling with care needs of their partners. CS Bell went on to mention strands of diversity and specifically spoke of cases where the perpetrators are female. This has not previously been identified but is now and all learning is being taken through domestic homicide reviews to feed back to the Force and to broader partnerships.

Brendan Connor commented on the issue of body worn cameras drawing on his experience as a Magistrate. He said that he felt there were 2 significant things which would make the process more efficient:

- i) The willingness of the CPS to take prosecutions forward where the victim has withdrawn their statement. The Courts will be prepared to rely on body worn video evidence on its own merits.
- ii) If there could be a way of electronically making a signature on the video footage at the time it is being recorded, this would have a significant effect on process as currently officers have to go back and take written statements in addition to the video.

The DCC responded to this saying that she felt on point one there was significant commitment at national level. She has been reassured that there is a lot of willingness at CPS level but there is still work to do across the UK. On point two, she said that the Force will be exploring the 'signature' issue in the next phase of body worn video work. They will then work with the criminal justice service locally to convince them of the added bureaucracy and unnecessary nature of provide additional evidence.

Liam Preece asked questions around HMIC and Ofsted inspections and also about the introduction of Children's Trusts by Birmingham and Sandwell local authorities. CS Bell responded, advising that all learning from serious case reviews, domestic homicides or themes / recommendations from HIMC will be taken on board and used. She said this is on-going and does not stop and start. In respect of Children's Trusts it is too early to comment as they have only just got their Shadow Boards in place and only recently appointed their CEOs. CS Bell felt that the timing of the Children's Trusts and Shadow Boards is helpful in relation to re-designing PPU.

Ernie Hendricks commented that he did not think the report went into any detail about Missing People. In addition, he said that while a lot of what is happening across the PPU looks great, where is the demographic and geographic information held? Where is the data that reliefs the short and long-term outcomes and how is that encapsulated? How does it link in with the work of the Victims' Commission and how is that bundled and moved forward in a cohesive stride?

CS Bell responded in detail about the Locate Team which has been set up specifically to work on missing people. The Locate model is a structural change from the previously linear service, and is professionalising the way the Force deals with missing people. The DCC added that HMIC is due to return shortly for the next round of PEEL inspections. They will not be inspecting on the missing people work as they no longer think it is an area of concern.

Ashley Bertie asked about Force participation in school panels and whether conversations from them are being picked up and fed into processes and mechanisms on crime. CS Bell gave two examples of action being taken as a direct result of information from school panels.

Cath Hannon asked for more information about the recent changes which saw PPU working with neighbourhood policing teams to tackle outstanding domestic abuse calls for service. CS Bell explained that over the summer there was an unprecedented level of P1, P2 and P3 calls which did impact on the service with regard to domestic abuse victims. The strategy of sending PPU officers as primary response was

	<p>trialled which resulted in a real learning curve. It was not a long-term solution but did allow for an understanding of when despatching specialist resources might be useful and worthwhile. She added that PPU are looking at the concept not the resources at this stage.</p> <p>Gurinder Josan highlighted the under-reporting of hate crime and asked if there were any figures available regarding gender based hate crime. In response, CS Bell advised that the concept of misogyny lies within the PVVP work that PPU has been doing and is part of a debate, especially in relation to sexual violence and domestic abuse. The national debate is about whether to identify misogyny as hate crime. Nottinghamshire police have undertaken a pilot in this area and are about to report back. That report should provide some idea on what percentages might look like.</p> <p>Cath Hannon asked if coercive control is appearing as a key feature of domestic homicide reviews. CS Bell advised that this had not proved to be the case so far. The DCC added that the Home Office had put together a review of national domestic homicide last year and had looked at where the learning sat and what that learning was about. One key feature was information sharing and another was around the identification of abuse. This latter feature, linked with information sharing between agencies, creates a picture and often that did link to coercive control.</p> <p>Cath Hannon offered a note of caution with regard to project Cara which is being promoted as an option for disposal of domestic abuse cases. She said that she was concerned with the limited input from victims in these cases and the lack of risk assessments. The DCC confirmed that any participation in this work requires authorisation of the DPP and the Force is being incredibly cautious.</p> <p>The Commissioner thanked DCC Rolfe and CS Bell for their comprehensive responses to the questions posed. He then handed over to Neil Chamberlain to speak to the Procurement report.</p>	
108/17	<p><b>Item 9 – Procurement Strategy</b></p> <p>Neil Chamberlain reported on the key objectives from this report. He said that they were:</p> <ul style="list-style-type: none"> <li>- Looking to continue to deliver best value for money through procurement processes while still trying to support the economic development of the West Midlands.</li> <li>- The primary focus was on delivering the operational requirements and priorities of the Force and the PCC.</li> <li>- It was also an opportunity to redefine the role of the Commercial Procurement Team.</li> </ul> <p>He went on to say that the strategy reflects an increased focus on placing an emphasis on suppliers to demonstrate their commitment to social value. He reported that Leigh Jones and his team are developing a performance matrix to provide clear benchmarking and base-lining which will be reported through the governance processes of CRAB (Contracts Renewal and Approvals Board) and JAC (Joint Audit Committee). In addition, he said that there was clear direction for the team in maximising collaboration opportunities in regional and national work as well as maintaining their commitment to the economic</p>	108/17

	<p>development of the West Midlands.</p> <p>Ernie Hendricks felt that the social value aspect in the report was a bit narrow and said he would value the opportunity to work with Neil on that aspect. This offer was welcomed.</p> <p>Brendan Connor asked if Brexit and the loss of OJU requirements meant that the Force would have more discretion to execute a strategy than there was prior to Brexit. Neil Chamberlain said that they are still trying to understand exactly what Brexit does mean for procurement regulations; it is too early to tell.</p> <p>The Commissioner thanked Neil Chamberlain for his report and commented that procurement had featured in his election manifesto and is part of the Police and Crime Plan. The specific issues he had identified were encouraging apprenticeships, paying the living wage and, where possible, to procure locally within the restrictions of the law. He mentioned the £90m available to procure services, other than labour, is a substantial amount in the local economy.</p>	
<b>109/17</b>	<p><b>Item 10 – Annual Report</b></p> <p>The Commissioner stated that it was a statutory obligation for him to produce an annual report of activity and how targets are being met. This report will be going before the Police and Crime Panel next Monday for approval.</p> <p>Richard Costello introduced the annual report, covering April 2016 – April 2017. He went on to highlight some of the achievements which included:</p> <ul style="list-style-type: none"> <li>- Recruitment of police officers, PCSOs and specialist police staff;</li> <li>- Law change on zombie knives; and</li> <li>- HMIC report WMP as outstanding and efficient</li> </ul> <p>He also spoke about the Commissioner’s foreword where he talks of the cost pressures by 2020 being likely to reach £200m. He added that an important point to make was that the last year had been successful but also very challenging and those challenges are only getting greater. The news emerging over the last few days concerning the public sector pay cap was of particular interest because if this cap is lifted and not fully funded by Government, then that £200m would be a very conservative figure.</p> <p>The Commissioner thanked Richard Costello for his report and asked Mark Kenyon to speak to the next item.</p>	<b>109/17</b>
<b>110/17</b>	<p><b>Item 11 – Medium Term Financial Plan 2017/18 – 2020/21</b></p> <p>Mark Kenyon explained that this report is a projection of resources for the Commissioner in terms of expenditure and funding up to 2020/21. It sets out what funding will be received and how resources are to be used during that period. It is also used as a pre-cursor in setting the budget for next year. He added that the policy objectives set out in the Police and Crime Plan feature in this report from a financial commitments point of view. Mark continued by identifying some of the key issues in the report. He spoke of:</p>	<b>110/17</b>

- The assumptions made in a reduction of funding from the Government and an increase in Council Tax precepts to offset that.
- Over the next 3 financial years there will be reliance on reserves to balance the budget. This year will see £18m from reserves; next year it will be nearly £16m and the following year around £1m. In 2021 the budget should more or less balance, although Mark felt that by that time the position will have changed.
- The sensitive issue of pay awards. He confirmed that the numbers in the report are affording a 1% pay award across the workforce. Any pay award of 1% variance will result in approximately £3m pressure on police pay and likewise on police staff and PCSOs would be an extra £1m. The table in the report also sets out the impact of 1% reduction or variance on the police grant at around £4.5m per year.
- Workforce forecasts which are found at 6.1 of the report.
- Capital programme: Sets out mainly the business as usual activities in terms of fleet, ICT, equipment and also a big aspect of 3 years investment in the WMP2020 programme.
- Estates Strategy: Currently being updated and will be brought to a future meeting.
- Use of Reserves: It is only having reserves that allows the Force and PCC to operate on a day to day basis. Reserves and budget resilience reserve at the moment are funding investment to allow for a balanced budget by the end of the given period.
- Borrowing Strategy: No borrowing for a number of years and levels of debt compared to other Forces and PCCs is low.

In summary, the next 3-4 years will see continued reliance on reserves. The numbers in the report are as they are at the moment in terms of funding and Council Tax and any changes will have to be factored into the annual budget second process when the Commissioner signs off the budget next February.

The Commissioner commented that a significant issue which does not feature in the report is the discussion in the last few days about the increase in public sector pay. Mr Jamieson said that he did welcome this but if not funded by the Government it would have a direct impact on our budget. He added that for every unfunded 1% increase there would be 80 fewer police officers. He was also concerned about the reserves reducing right down to the most basic level until there would be no further funding available from the reserves. The Commissioner said that this tells us the plans we have must work.

Ernie Hendricks commented that he thought it would have been more appropriate to use 2% inflation rate rather than the 1.5% in the report to allow for a greater margin for error. Mark Kenyon responded by saying that in terms of inflation everything changes all the time and when the annual budget is set this is factored in.

The Chief Constable wanted to reinforce some of the points made. He spoke of the challenges and the amount of changes the Force is having to go through. He said that changes in the last 12 months have cost £18m. He added, the Force is now entering a phase where the types of



	<p>programmes they are having to take on to meet the financial envelope are bigger, more complex and more high risk. He agreed that the report rightly mentioned ESMTTP and what might come in terms of risk and challenge. He added that there are some very big financial decisions to be made over the next year including some around estate as the current estate would be unsustainable. In addition, there would probably be some changes around the borrowing pattern which will need to be discussed. Concluding, the Chief Constable said that he would expect the Government in the Autumn to take more of a 2-year view on finances. He suspected that the funding position is probably going to be a lot more volatile and there will be a lot of hard choices to be made.</p>	
111/17	<p><b>Item 12 – Strategic Policing and Crime Board Workplan</b></p> <p>There were no comments from the Board on this item. <b><i>However, the Commissioner said that in future the plan for next year will be circulated rather than this year only.</i></b></p> <p><b>Update: The workplan for 2018 will not be available until November '17.</b></p>	111/17
112/17	<p><b>Item 13 – Chief Constable’s Update</b></p> <p>The Chief Constable said he had 4 areas on which to report Force work across the service.</p> <ol style="list-style-type: none"> <li>1) He wanted to put on record his appreciation of WMP officers and staff for their work over one of the busiest summers he had ever seen.</li> <li>2) During the period around 7/8 July, there was a lot of media coverage of the serious offences in the region, especially around knife crime. The Chief Constable had done some media personally due to his concerns about knife crime fatalities. He wanted to send out a clear message that parents should keep up conversations about knife crime and also that if a person is involved in this activity the chances of being apprehended are high. Unfortunately the murder of Daniel Bird remains unsolved as yet and the Chief Constable said that he would encourage the public to come forward with any information they might have.</li> <li>3) The third issue raised was gun crime. Mr Thompson reported that a considerable amount of work had been done around guns and gangs across the Summer and this included working with Birmingham City Council to put an injunction in place. However, he felt that there are still too many firearms on the streets and again, would encourage the public to come forward through Crimestoppers with any relevant information.</li> <li>4) The last issue raised was Birmingham’s bid to hold the Commonwealth Games. The Chief Constable said that he would like to reiterate the level of support the Force has for this bid and he is very keen to support the City Council’s work. The outcome of that bid should be known in the next week or two.</li> </ol>	112/17

	<p>The Commissioner thanked the Chief Constable and his staff for answering all the questions posed at today's meeting. He also said that he would like his thanks to be passed on to WMP officers and staff who, as the Chief Constable said, had worked exceptionally hard this Summer. He commented that this had been a challenging period in a challenging region which reinforced the need to protect its funding.</p> <p>The meeting closed at 1300 hrs.</p>	
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