



## STRATEGIC POLICING AND CRIME BOARD

**Notes of Meeting Held on Tuesday 23<sup>rd</sup> November 2021**  
**1000-1300 hrs**  
**Main Conference Room (G2), Lloyd House**

**Attendees:**

Gregg ARRAND	:	Staff Officer
Nicky BRENNAN	:	Victims Commissioner
Simon FOSTER	:	Police and Crime Commissioner
Andrea GABBITAS	:	Head of Business Services
Bhupinder GAKHAL	:	Board Member
Catherine HANNON	:	Board Member
Ernie HENDRICKS	:	Complaints Reviews Manager
Jonathan JARDINE	:	Chief Executive
Vanessa JARDINE	:	Deputy Chief Constable
Andy KELLY	:	Assistant Director, Corporate Asset Management
Mark KENYON	:	Chief Finance Officer
Tom MCNEIL	:	Assistant Police and Crime Commissioner
Emma POINTER	:	Chief of Staff
Sam RIDDING	:	Chief Superintendent, Professional Standards
David THOMPSON	:	Chief Constable

Plus, one notetaker and 6 observers.

**Apologies:**

Neil CHAMBERLAIN	:	Director, Commercial Services
Alethea FULLER	:	Deputy Chief Executive

064/21	<p><b>Item 1: PCC Update:</b></p> <p>The Commissioner made the following comments:</p> <ul style="list-style-type: none"><li>• The Commissioner highlighted that between 2010 and 2019 West Midlands Police lost £175 million in funding and 2221 police officers, which constituted 25% of our police officers. While West Midlands Police is due to receive a net increase of 1200 police officers by 2023, this will still leave the Force with a shortfall of 1000 officers.</li><li>• The Commissioner also drew attention to the unfair national police funding formulae which disproportionately disadvantages West Midlands Police.</li></ul>
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	<ul style="list-style-type: none"> <li>In response to a government review on how funding is distributed to Police Forces around the country, the Commissioner has written to all MPs across the West Midlands to join him in a cross-party campaign calling on the government to provide adequate and fair funding for West Midlands Police.</li> </ul>
065/21	<p><b>Item 2: Notes of the Last Meeting – 26<sup>th</sup> October 2021</b></p> <p>The notes were accepted as a correct record of the meeting.</p>
066/21	<p><b>Item 3: Questions from members of the public:</b></p> <p>There were no questions from members of the public.</p>
067/21	<p><b>Item 4: Questions from members of the board:</b></p> <ol style="list-style-type: none"> <li>Can the Chief Constable explain the improvement plan for the response to complaints of stalking and harassment? (Asked by Cath Hannon) <ul style="list-style-type: none"> <li>The Chief Constable highlighted that stalking and harassment crimes have grown in reporting to police and account for 13% of the total crime that comes into West Midlands Police.</li> <li>Harassment crime was acknowledged as wide ranging but it is understood that stalking cases often pose a risk of serious threat and harm.</li> <li>As a part of the Violence Against Women and Girls strategy, there is a 16-point improvement plan led by Superintendent Tony Hopkins and overseen by Assistant Chief Constable Claire Bell, there will also be a dedicated Detective Inspector within the Public Protection Unit looking into this area.</li> <li>The Chief Constable emphasised that the main area of focus is the civil interventions team as civil injunctions can be used to engage and be more effective in preventing further harm and risk. Some work is being done to look at expanding the number of officers in this area.</li> <li>Another aspect is the new student officers, with specific work being done to train these student officers on these areas.</li> </ul> </li> </ol> <p>Follow up: Having recently having had conversations with victims of stalking and harassment, one of their major issues is that incidents are recorded separately and not seen as a pattern of behaviour. Could the Chief Constable explain how this might be changed and challenged?</p> <ul style="list-style-type: none"> <li>The Chief Constable referenced the changes in crime recording on course of conduct whereby numerous crimes can be recorded.</li> <li>In the past there would be a principle crime, course of conduct can now record separate crimes. West Midlands Police will find themselves in different evidential positions in terms of different crimes but will look at outcomes per victim rather than outcomes per crime moving towards.</li> </ul> <p>Follow up: Will there be much more of a relationship with partners involved in this area, particularly with stalking and harassment, to support victims?</p>

- The Chief Constable stated that the new head of the Public Protection Unit Caroline Marsh is looking at opportunities for improvement. She has tried specifically within the Violence Against Women and Girls plan to focus much more specifically on stalking and harassment.
  - Partnership work will be a major part in looking into and responding to stalking and harassment in the wider context of domestic abuse.
  - Strong, competent leads are in place to respond to what is a significant area of crime.
2. Can the Chief Constable describe the use of drones in policing and the steps taken to protect the privacy of the public?  
 (Asked by Cath Hannon)
- The Chief Constable assured the board the Force has been making investments in drones and drone usage is highly overt, with operators being highly visible.
  - Some of the firearms unit are also in possession of drones to tackle crime.
  - Drones are typically used around pre-planned intelligence-led operations such as sporting events although drones are also used spontaneously for purposes such as searching for offenders or missing people and some drones now have the ability for heat monitoring.
  - There is a surveillance camera code of conduct and West Midlands Police work to follow the guiding principles, this is shared externally and there are aspects on the webchat relating to drones.
  - West Midlands Police also go into the community and invite the public to come and view the drones and particularly break down barriers with young people who are interested in technology. The drones are seen as being very innovative and effective and are relatively cheap items to develop.
- Follow up: If a member of the public was particularly concerned about the usage of drones on a specific day, would they be able to apply for information around this? Would this be under the Freedom of Information Act or an alternative process?
- Data on more general drone usage would be available through the freedom of information process if the public wanted to know anything about drones.
  - Subject Access Requests could be made for personal data held on drones, such as when an individual is captured on heat monitoring footage.
3. Can the Chief Constable explain how trauma informed practices have been integrated into police activities?  
 (Asked by Cath Hannon)
- The Chief Constable established that there is more and more work going on around trauma informed approaches to fully understand the impact of policing on this and the impact on victims. West Midlands Police couldn't yet say that this is integrated with police activity fully at all at the moment.

- However, targeting 60-80 percent of custody staff, 5 percent of investigators, 5 percent of frontline officers in neighbourhood policing and all student officers will be trained on trauma informed practice. The Chief Constable would describe this as the first step of embedding trauma informed practice into the thinking of West Midlands Police.

Follow up: One of the issues that victims are particularly negative about is that they must continually repeat their story to police and partners. Has any thought been given as to how that telling might be reduced?

- The Chief Constable acknowledged that West Midlands Police can retraumatise people by getting them to relive their experiences multiple times, this is particularly the case where there may be a number of handovers involved in serious sexual offence case.
- Two pieces of work at the moment are being done around an end to end review of investigations and performance improvement on rape and serious sexual offences.
- Research around rape and serious sexual offences shows that a single officer assigned to a case typically leads to a more successful outcome.

4. What are WMP doing to address hate crime in professional football both at games and online?

(Asked by Simon Foster)

- The Chief Constable gave credit to the football policing unit and PC Ward who is the hate crime officer in this unit. Clearly a lot of work done around intelligence gathering ahead of events.
- The team have been historically successful in a number of events. Specifically, with the work around safeguarding young people when travelling to away games.
- West Midlands Police are the first police Force to have a dedicated Constable for football policing and hate crime and work closely with 'Kick it Out' and the Premier League investigations team.
- The dedicated team are able to manage their own investigations and are well integrated with safeguarding measures also. Occasionally, football related hate crimes arise away from matches. As people have seen, there have been some high-profile prosecutions around this.
- The Chief Constable reiterated that there is no place for racist or homophobic behaviour in football.

5. Although not a new crime there have been many worrying reports of spiking including by injection posted on social media, what is the force doing to address this horrendous crime?

(Asked by Simon Foster)

- There is a Violence Against Women and Girls strategy led by Assistant Chief Constable Claire Bell which has a strong focus on the night time economy.
- Particularly, West Midlands Police are looking at the night time economy as some men may be looking to prey on vulnerable women.
- Because of the reports around spiking by injection, Operation Argon was launched in response. The approach involves weekly meetings to ensure an intensive approach across the night time investigation, a

	<p>trigger plan when it occurs, a consistent model for call handling, specific guidelines on primary investigation, sharing forensic capability with Warwickshire Police and work with partnership teams around broader licencing responsibility.</p> <ul style="list-style-type: none"> <li>• Crimes and offences are recorded with a view to investigate them. 194 reports of spiking have been recorded this year with 36 consisting of needle spiking incidents. At the moment, there have been no cases where West Midlands Police have been able to support that a needle stick injury has occurred.</li> <li>• It is very difficult to clarify whether a victim is precisely clear as to whether they have been spiked. The majority of the reports West Midlands Police have had are from Birmingham during the night time economy. Continuing to work with the student's union to tackle this. At the moment, there is no pattern or trend that should concern people that go on nights out.</li> </ul> <p>6. A number of community leaders involved in crime prevention have told me that they often spend lots of time developing good working relationships with police officers in neighbourhood policing teams, only for those officers to then be moved on to different locations.</p> <p>Is there more WMP can do to ensure officers are moved around less or ensure a better system of handovers to protect the strong working relationships with community groups?</p> <p>(Asked by Tom McNeil)</p> <ul style="list-style-type: none"> <li>• Issues of stability can relate to two issues. One being that people pursue their own careers and initiate their desire to go and do work and activity in other areas of the Force.</li> <li>• Try hard not to post or move people around too much. Aim to encourage senior officers to remain in their positions, particularly NPU Commanders and Superintendents. Student Officers need to be given opportunities as a part of their programme.</li> <li>• However, West Midlands Police try to ensure teams are reasonably consistent and effective.</li> <li>• Not the only agency that go through this but something that we should constantly be keeping an eye on.</li> </ul> <p>Follow up: People in communities have informed me that they believe Neighbourhood Policing is not being seen as a priority. Linked to that, there is a perception that some officers may have promotion hinderances when in neighbourhood policing.</p> <ul style="list-style-type: none"> <li>• Force is the 6<sup>th</sup> highest spender on neighbourhood policing in the country and the Force structure which was transitioned to in 2016 was based on the desire to protect and strengthen neighbourhood work.</li> <li>• Really prioritised some of the brightest people through the Police Now programme to include within neighbourhood policing.</li> <li>• During high demand, West Midlands Police ask staff to prioritise calls for service.</li> </ul>
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Regular Items	
068/21	<p><b>Item 5: Estates Update (Part Two):</b></p> <p>Andy Kelly, Assistant Director – Corporate Asset Management and the Chief Constable provided an overview of the report and the following points were discussed:</p> <p><i>I'm sure the people of Dudley are excited for a brand-new police station as we are, can West Midlands Police tell us what we are waiting for from Dudley Council to purchase the land and get on with building the new station?</i></p> <ul style="list-style-type: none"> <li>• It has been a protracted deal with Dudley Council thus far. Dudley Council are to engage with the neighbours of the planned site before Christmas with a set of questions which may highlight some potential issues with the land.</li> <li>• The land is not in a state for West Midlands Police to purchase at the moment. There are no delays from West Midlands Police, Dudley Council just need to carry out the consultation as planned.</li> </ul> <p><i>How would you persuade West Midlands residents that the response service will not be reduced because of inadequate hubs? You mentioned engagement with local communities, what would this look like?</i></p> <ul style="list-style-type: none"> <li>• Revised the estates strategy as the original plan was to reduce the number of response hubs to a greater extent. This related to the predication of the Force going through a stage of getting smaller.</li> <li>• The general conception is that police stations are viewed as if police officers are always driving out of the building as a base. With agile working and data, the Force realise often officers are deployed out and about.</li> <li>• The number of officers is increasing; therefore, the Force are increasing the number of response hubs regionally. The way the Force works now is to keep the officers out on the street through the use of technology.</li> <li>• Need to be clear on consultation around elements to consider when ultimately assisting the Commissioner in deciding whether to or not close a building. There is also a need to deliver an efficient and effective police service which considers costs and carbon footprint. When a location is found, the community is fully consulted. Although, it is largely about sensitising.</li> </ul> <p><i>Would you welcome open dialogue with faith groups and local authorities with regards to buildings that may be suitable for NPTs?</i></p> <ul style="list-style-type: none"> <li>• A number of factors are considered such as: access to Information Technology, radios, tasers etc. This brings complexities that must be factored in when co-locating.</li> <li>• The Force will always look for a base level of security and to see what is the most economic option.</li> </ul>

- Co-located with local authorities already such as the fire service as fire stations are often very close to police stations. Co-location in a school is also something that may be reviewed.
- The Chief Constable emphasised that it is absolutely about getting the teams in the right locations and to ensure that people are aware of a police presence.

*You alluded in your opening around understandable and legitimate concerns that some local communities may have in relation to the re-provision of buildings or disposal of local police buildings in communities. What assurances are you able to provide to those areas where buildings are being re-provisioned or disposed of in terms of the services they will continue to receive from police?*

- The Chief Constable stated that the Force receive five million pounds a year for maintaining policing, not buildings. The main priority is ensuring that the Force is cost effective.
- The Force also wants officers based in a good working environment for their health, safety and performance. Therefore, antiquated buildings may not be ideal for this.
- Absolutely committed to making neighbourhood teams locally based as communities want to see their police team locally based.
- The police don't necessarily have to own a building, so long as the neighbourhood teams are visible. Still plenty of ways to meet and communicate the team and there are alternative ways to operate locally.
- The Chief Constable urged the public not to see it as things are being taken away.

*On page 9, paragraph 31, it is proposed that in Solihull the neighbourhood policing team is being moved from Solihull to Chelmsley Wood. Could the Chief Constable explain the policing rationale behind this?*

- Very keen to keep a large main police station in Solihull. Currently there are two buildings to serve this purpose, however they are not currently to standard.
- Absolutely aware of the busier footfall of the Solihull town centre area, meaning the front enquiry office should be located here.
- The demand for policing services is heavier on the north side. Police station at Chelmsley wood is a large and effective building and is a strong site, however the Force will still look at where the Solihull neighbourhood team is based.

*Are you able to provide any illustrations or examples on ongoing partnership work at the moment that is currently being undertaken to deliver the strategy in working with other public sector organisations?*

- There are existing and ongoing discussions with the fire service which were delayed during the pandemic.
- Dudley has been raised in terms of the new Dudley build, although currently co-location with Dudley Council which may end when the new site is complete.

	<ul style="list-style-type: none"> <li>• Solihull was also alluded to, with Chelmsley Wood being the response team's location. Response teams may not be the best for co-locations due to the nature of their work.</li> <li>• The Force is also looking at taking some space in a Sandwell Council building with discussions ongoing in relation to this.</li> </ul> <p><i>Would it possible to provide a brief update in connection with the Coventry custody centre?</i></p> <ul style="list-style-type: none"> <li>• Currently awaiting conclusion of the planning route, expecting delegated approval or full committee referral by the end of November. May be a six-week judicial review period after that. The preferred site is owned by somebody else at the moment.</li> </ul> <p><i>Is it possible to outline the work that the force is undertaking to reduce energy consumption in the Force estate at the moment?</i></p> <ul style="list-style-type: none"> <li>• For a number of years, the Force have attempted to achieve a 'very good' rating on the BREEAM scale. Higher ratings on this scale require more and more pro-capita investment. Using the BREEAM scale is not necessarily the right thing to do as you typically don't get the return on investment.</li> <li>• More development on solar cells is taking place.</li> <li>• A lot of environmental change can be done through behavioural change. Within the estate, the Force is moving away from gas fire boilers to electricity-based energy sources.</li> </ul> <p>The Police and Crime Commissioner concluded that the Chief Constable has put forward a set of proposals based on his impartial assessment of the estate he requires to effectively and efficiently police the West Midlands. The plans he has put forward will maintain the number of currently accessible front desks, keep officers based in local communities and modernise the estate fit for a modern police force. These plans will save money which will be invested into essential police officer numbers. Since 2010 West Midlands Police has lost £175 million in funding, and the Police and Crime Commissioner will protect essential police officer numbers whilst calling on the government to return the 1000 missing officers and secure a fair funding deal for the West Midlands. The Police and Crime Commissioner is supportive of the proposals and will be publishing a decision to enable to estates programme to proceed.</p>
069/21	<p><b>Item 6a: Overview of Professional Standards Department – Complaints and Misconduct</b></p> <p>Deputy Chief Constable Vanessa Jardine provided an overview of the report and the following points were discussed:</p> <p><i>You talked about moving the sanctions to learning. We've heard a lot about learning for a long time and a lot of the things being presented as learning have not been learned. How will Professional Standards guarantee that learning will be had?</i></p> <ul style="list-style-type: none"> <li>• New regulations talk about reflective practice and Practice Requires improvement. Nationally, IOPC statistics show that this has not been</li> </ul>

	<p>taken up. Locally, we are no different to this and numbers are relatively low.</p> <ul style="list-style-type: none"> <li>• Ongoing work with learning and development, such as the recent refresh of the reflective practice portal.</li> <li>• Specific targeted learning points are in place for response teams and neighbourhoods where it feels like there may be an emerging issue. On a Force level, obviously there are recommendations from the IOPC and HMIC, these are shared at a Force level with the organisational learning board.</li> <li>• If more inputs are required other than intervention and prevention then more targeted learning will be administered on an organisational basis.</li> </ul> <p><i>How does the Force recognise that the backlog in complaints has a major impact in the confidence in the police? How will the Force combat this perception/ reality?</i></p> <ul style="list-style-type: none"> <li>• There is a reality that the amount of complaints nationally has gone up in accordance with the new regs. 800 complaint backlogs are a significant challenge.</li> <li>• Each of those cases has an assessment and a thrive assessment as it comes in to understand the nature of the complaint. Each of those complainants receive an automatic acknowledgement that their complaint has been received.</li> <li>• Measures including additional staff from other departments, 41-50 percent relate to the service that had been provided.</li> <li>• 6-week deep dive to understand what proportion of complaints can be signposted to other departments and what must be dealt with by Professional Standards Department.</li> </ul> <p><i>The new regulations were brought in February 2020. Why is everything taking so long? How much longer do we have to wait until this system is functioning in a way in which the public can imagine trusting the police in this area?</i></p> <ul style="list-style-type: none"> <li>• Change in the regulations brought the number of complaints significantly up, although due to the changes in the nature and recording of complaints, it makes it difficult to compare. Now, a request for an update for example may be submitted and recorded as a complaint. Therefore, it is about prioritising the incoming complaints.</li> <li>• There is also a need to bring in some technology changes as well in order to separate out complaints from requests for updates.</li> <li>• Very specific guidance in place for officers on the frequency in which victims. Full review at the moment of PSD to ensure that the numbers are right and what is being done is right etc.</li> <li>• Rather regret the increase in bureaucratisation of policing, this wastes time. It must be remembered that recording and documenting consumes time and resources. The most important point here is that there are serious issues that come through Professional Standards Department and they are dealt with expediently.</li> </ul> <p><i>Is there a timetable in which the infrastructure of Professional Standards Department will be reviewed?</i></p> <ul style="list-style-type: none"> <li>• PSD is undergoing the second phase of the RPV process which entails looking at where additional officers are being allocated. There is also</li> </ul>
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the 6-week review ongoing referenced by Chief Superintendent Sam Ridding.

*What is WMP doing to root racist, sexist and discriminatory behaviour and attitudes?*

- There are a number of different things that are being done, for example staff may be verbally informed as to what is acceptable and what is not or more formal work through the way the whole organisation is communicated with.
- West Midlands Police are clear that when made aware of an incident it is immediately reviewed and an investigation is undertaken with a review of the role that the officer in question is carrying out.
- The Chief Constable has spoken publicly in relation behaviour that has fallen below standards.
- Violence Against Women and Girls strategy led by the Assistant Chief Constable also involves communicating standards of behaviour.
- Police officers' behaviour is probably above the standard of the normal public. Therefore, when falling well below the standard expected, the Chief Constable will not only try and sack officers, but also put them in prison. Contrary to this, good behaviour is also rewarded.
- The Chief Constable referred to the incident involving the Sikh male in custody and stated that when things are got wrong, West Midlands Police need to be quick at saying they're wrong.

*Do you think that there is a culture where police officers feel confident and secure in coming forward regarding other police officers' behaviour? If yes, how do we have this culture?*

- Not as confident as people should be. West Midlands Police are a hierarchical organisation working in a difficult environment and exposed to trauma. These may benefit officers in forming bonds, but also may have adverse effects on a culture to call things out.
- Officers are celebrated and commended when unacceptable behaviour is called out. Members of the organisation cannot choose to be a bystander, they must intervene when required.

*In relation to casework received into the Office of the Police and Crime Commissioner, in some of the responses to our queries from West Midlands Police they have been excellent and in great detail. Sometimes, the responses are dismissive and lazy. Is there more work to be done to create a pragmatic and empathetic response in relation to more quick enquiries from the public?*

- There is a culture of defensiveness that may relate to the dismissive and lazy responses. This is something that the Force are working to overcome.
- If there are any specific instances that arise, the Deputy Chief Constable would be happy to meet with the Assistant Police and Crime Commissioner to explore further.

*Page 9, paragraph 26. West Midlands Police received substantially more allegations of discriminatory behaviour in the 2020/2021 financial year than by the two previous financial years. Is there a breakdown of the allegations made relating to race, gender?*

- Figures for 2021 are based on the new regulations, a comparison has been done with previous years but is more difficult to follow due to the change in regulations. Suspect it will contribute significantly to increases in volume.
- Some matters relating to discrimination are automatically referred to the IOPC which assists in transparency.
- There is a significant gap in the data as, nationally, 40% of complainants do not identify their race. When data relating to race is not there, staff sometimes are not confident enough to ask the question to the complainant. However, with the data that is obtained, this is broken down.

*Helpful to understand the themes of things being complained about. Obviously a disconnect there with policing policy following investigations?*

- Previously, 26% of complaints were categorised under duty and deliveries of service. As a result of the changes in the regulations, this is now 45%.
- There is an issue with the complexities, challenge and demand of policing. The themes are picked up on by the prevention and intervention team and fed through to the Professional Standards Department Senior Leadership Team with a view to input learning. Chief Superintendent Riddings will also speak directly with NPU Commanders.
- Some of this learning is making sure staff understand to manage the public's expectations.

*Are we satisfied that the initial investigations are providing empathy and reassurance that even though there might not be the investigation they require; the proportionate investigation policy is being delivered appropriately?*

- Constantly looking at ways on how we're getting feedback. Other way of sending out surveys and getting feedback wasn't resulting in significant returns.
- Also looking at ways on how staff manage expectations, the initial investigations team is crucial in this.
- Although people might get the service they expected, unfortunately the service that the Force offers is not what the member of the public may expect. However, given that the Force is now out of the pandemic and has more resources the Force must review whether it is managing expectations correctly.

*What sort of thoughts are there around how sufficient feedback is obtained from complainants?*

- In contact at the moment, a text message can go out straight away that asks for feedback.
- The email method just wasn't getting results.
- Looking across the board as to how West Midlands Police can get some more volume across the feedback.

*How vulnerable is aftercare vetting to exploitation by dishonest individuals?*

- Aftercare vetting will be concluded as of January 2022.
- There are a number of things in place, such as the integrity health check. This involves a checklist to ask those questions around the individuals' financial vulnerabilities.
- Asking line managers to ask these questions may make it more uncomfortable for dishonest individuals.
- Chief Superintendent Ridding has asked the vetting manager to look at a dip-sampling process for the future.

*How can Body Worn Vest footage can be used to drive up trust and confidence in complaints?*

- In many cases, the use of body worn video can either confirm or refute allegations. There are occasions where body worn hasn't been used in an incident, this is raised with line managers as a concern.
- It gives us huge opportunities to respond to negative reporting in the media. At the moment Corporate Communications, Professional Standards Department and Legal Services are working together to come up with a robust policy to show body worn video more frequently.
- At the moment, it is done on a case by case basis and usage of scrutiny groups is frequent. This was done recently around the incident involving Sikh headwear. The IOPC confirmed that they had seen the footage and this can improve public trust and confidence.
- Also looking to use Body Worn Vest footage scrutiny in the same way that stop and search scrutiny panels are used, potentially linking the two together.

*What steps can the force take to ensure that there are appropriate routes where allegations of DA are made against police officers? What steps are the force taking to ensure appropriate liaison with external agencies to stop police officers misusing their position for sexual gain?*

- Under the violence and intimidation against women and girls strand of work, Chief Superintendent Ridding is leading in regards to West Midlands Police standards and the response to APSP.
- A significant amount of work has been done with partner agencies, Women's Aid, RSVP in Birmingham and the equivalent in Coventry, in relation to APSP. Training packages.
- In addition to this, there is Lisa Thompson who is the Chair of the RSVP sitting on the Independent Advisory Group.
- In addition, it is good to see that recently knowledge has been refreshed for the corruption line.

*Aware of the incident involving a Sikh gentleman in custody. What is West Midlands Police's approach to this?*

- The Chief Constable paid homage to the strong relationships with the Sikh community held by West Midlands Police. The precursory investigations that took place around extremism that resulted in no prosecutions, the extradition issues and then clearly the incident that took place in custody have all affected this relationship.
- The element around religious headwear needs to be readdressed, and West Midlands Police need to look at how concerns are going to be readdressed.

	<ul style="list-style-type: none"> <li>Hope people will see that where West Midlands Police feel that people have not been treated properly, they will come forward, admit it and apologise.</li> </ul> <p><i>At what point does sorry stop meaning anything to the public if all the public hear is sorry?</i></p> <ul style="list-style-type: none"> <li>Sometimes the answer is to say sorry and sometimes the answer is to dismiss people.</li> <li>West Midlands Police are very clear and transparent where behavioural standards are being addressed.</li> <li>If the organisation breaches the level at a severe standard, they will receive an appropriate response.</li> </ul> <p><i>Paragraph 6 page 2, does West Midlands Police allocate an appropriate level of importance to Professional Standards Department?</i></p> <ul style="list-style-type: none"> <li>The Department is currently undergoing a review, looking at whether it is felt the department is currently under-resourced.</li> <li>Some difficult decisions to make in recent years on where resourcing goes.</li> <li>Long conversation has been had around domestic abuse, serious sexual offences among other things.</li> <li>This review will continue.</li> </ul> <p><i>Paragraph 61 page 17, Has any work been done to consider whether there is any correlation between the arrears in vetting and those officers and staff that haven't been vetting during that period in time?</i></p> <ul style="list-style-type: none"> <li>The national view would have been that the vetting checks wouldn't have made any difference to those officers that have been subject to misconduct or gross misconduct.</li> <li>In relation to the current situation, there are 1100 officers and staff outstanding. The number of staff that are awaiting vetting and subject to a misconduct matter is below 10.</li> <li>For officer's subject to an investigation when vetting is outstanding, some scrutiny has been done around those. The national lead is the Chief Constable of Warwickshire.</li> </ul>
070/21	<p><b>Item 6b: Complaints and Reviews:</b></p> <p>Head of Business Services Andrea Gabbitas provided an overview of the report and the following points were discussed:</p> <p><i>What's the exchange of information that takes place and what difference does that make to align all recommendations from all processes to improve service delivery?</i></p> <ul style="list-style-type: none"> <li>The themes that have been noticed are in line with the themes noticed by PSD are around civility and investigations.</li> <li>The numbers of reviews are low at the moment.</li> <li>At the end of the review, there are a number of choices available to the decision maker. 50 recommendations have been made so far, these</li> </ul>

- tend to be around communication with the complainant and offering an apology.
- There are times when learning has been recommended and it must be followed up on. This is an ongoing piece of work and deserves focus going forward.

*Based on the reviews that have been done to date, do you have confidence that West Midlands Police are dealing with complaints properly?*

- Yes and no. There are some areas around detail, although the largest question here is around investigations.
- The proportionate investigation policy is giving the complainant some difficulty, as well as the officer where they want to take the investigation further but are limited.
- The Complaints Reviews Manager is also limited in terms of powers granted by regulations.

*How does the reviews function fit it to the wider function of the complaints in the Force and the Independent Office for Police Conduct?*

- Complaints recorded under schedule 3 of the Police Reform Act 2002 will receive an assessment relating to the Relevant Review Body, this will either be the OPCC or the IOPC.
- In more serious cases, this will go to the IOPC. This can change later on, although the assessment is initially made by Professional Standards Department.
- It would be beneficial for a diagram to be prepared in relation to this.
- Numbers of reviews are likely to go up as the Force have not fell in line with the number of schedule 3 complaints recorded nationally recorded nationally.
- The triaging relating to deciding the Relevant Review Body is seen as effective.

*What powers does the Complaints Reviews Manager have and are they adequate?*

- There are times where the Reviews Manager would like to do a lot more than he is permitted to.
- In the main, if a complaints handler or officer has handled a situation in accordance with Force policy, this must be respected.
- There is certain scope to have the complaints process slightly more independent with more ‘teeth’.

*Paragraph 8, page 2. The average turnaround times for dealing with reviews is listed as 28 days. On the table, they differ. Is there an explanation for this discrepancy?*

- 28-day figure was first year combined Warwickshire and West Midlands, the table refers to West Midlands statistics exclusively. The average response times are 40 days just for West Midlands.

*Paragraph 19 page 6. Is the volume of reviews literally a reflection on changing recording practices?*

	<ul style="list-style-type: none"> <li>The Force has so far been doing very well at service recovery, whereas other Forces have done this less so. That position is probably going to shift over time with more being recorded under schedule 3.</li> <li>The Complaints Reviews Manager has not felt busy, although there is definitely some work to be done around service recovery.</li> <li>It was highlighted to West Midlands Police in August that West Midlands Police are significantly out of kilter with other Forces, would suggest that the schedule 3 classification will expand in volume.</li> </ul> <p><i>Paragraph 13, Is the Complaints Reviews Manager able to give some further information on the work that is being done to embed that process of learning into the system? Is there a timescale as to when this might become reality?</i></p> <ul style="list-style-type: none"> <li>Fair to say that there isn't a system in place yet. The priority is developing a recommendation tracking system moving into 2022.</li> </ul> <p><i>Is there an indication of the work being done to identify a way in which customer satisfaction can be appropriately identified?</i></p> <ul style="list-style-type: none"> <li>No Police and Crime Commissioner Review bodies have an element around measuring customer satisfaction relating to reviews.</li> <li>At the West Midlands Police and Crime Commissioner, this is a work in progress. Now Chief Superintendent Ridding is in place, we may move forward drastically with this.</li> </ul> <p><i>What now constitutes a schedule 3 complaint recording?</i></p> <ul style="list-style-type: none"> <li>A schedule 3 complaint is where the complainant wants it recorded as such. If as an organisation West Midlands Police or the Police and Crime Commissioner believes it should be recorded or a conduct matter under a set of criteria, it is an automatic schedule 3 recording.</li> <li>Professional Standards Department aim to record schedule 3 complaints as soon as possible if needed.</li> </ul> <p>The Police and Crime Commissioner concluded that the events surrounding the murder of Sarah Everard have had a major impact in trust and confidence in policing nationally. The Declan Jones case has been particularly concerning too. It is hugely important that the essential ongoing work is being demonstrated to combat corruption in policing. Constant and unremitting action is required to ensure trust and confidence.</p>
071/21	<p><b>Item 7: Chief Constable Update:</b></p> <ul style="list-style-type: none"> <li>On youth violence, a number of issues have been evident to the media recently. Notably, the murder of Keon Lincoln and Jacob Billington. At the same time, there has also been an incident with a 13-year-old boy being shot in the city. The Chief Constable paid credit to the policing work that has gone into carrying out strong investigations on these cases.</li> <li>Very fortunate to benefit from the work going on in the Violence Reduction Unit, such as the Mentors in Violence Prevention programmes in schools. There are some positive signs in hospital admissions and recording in relation to serious injuries with young people. There are signs that progress is being made.</li> </ul>

	<ul style="list-style-type: none"> <li>On the Commonwealth games, we as a region are tipping into 2022. Would want to reassure the public that there is a huge amount of work going into these games. West Midlands Police will be recruiting a significant number of people to fulfil security contracts. A security family will be ran to deliver these games and no doubt be joined by colleagues from the military.</li> <li>The Peel inspection report will be soon published by HMICFRS. Although specific details cannot be discussed, there are some good areas that the Force is working on and staffing will be apparent in the report.</li> </ul> <p><i>How is some of the youth violence in our city impacting the preparation for the games?</i></p> <ul style="list-style-type: none"> <li>Ferocious amount of activity going on. This is one of the areas where what is recorded as crime and what is ultimately requiring an investigation. Inevitably, when cases arrive in court later, the community can be retraumatised. Quite a lot of what prevents violence in this regard is not visible to the community. There will be a range of activity to intensify reducing the threat.</li> </ul> <p><i>Doesn't feel like much is happening as young people are getting killed regularly?</i></p> <ul style="list-style-type: none"> <li>Evidence around knife-based issues has come down. This is not a West Midlands phenomenon. This isn't a new feat among young men. On this agenda, there is many things the police lead on but a significant amount led on by other agencies.</li> </ul> <p><i>How do young girls and women fit into this scene around violence?</i></p> <ul style="list-style-type: none"> <li>It is a strongly male agenda, however there is a great deal of work on this, particularly with the Violence Reduction Unit.</li> </ul>
072/21	<p><b>Item 8: Strategic Policing and Crime Board Workplan:</b></p> <ul style="list-style-type: none"> <li>Reducing violence is on the workplan for December 2021.</li> </ul>
073/21	<p><b>Item 9: Date of The Next Meeting:</b></p> <p>The Commissioner thanked the Chief Constable, the Force and Board members for their detailed reports and discussion.</p> <p>The next meeting of the Strategic Policing and Crime Board will take place on Tuesday 21<sup>st</sup> December 2021.</p>