



STRATEGIC POLICING AND CRIME BOARD

AGENDA ITEM 2

Tuesday 28 March 2023 1000 – 1300 hrs

Attendees:

Sam Batey	:	Chief Inspector
Nicky Brennan	:	Victims Commissioner
Charmaine Burton	:	Board Member
Harjeet Chakira	:	Policy Manager
Simon Foster	:	Chair (Police and Crime Commissioner)
Bhupinder Gakhal	:	Board Member
Craig Guilford	:	Chief Constable
Jonathan Jardine	:	Chief Executive
Mark Kenyon	:	Chief Finance Officer
Charlotte Killeen	:	Sergeant
Jayne Meir	:	T/ Deputy Chief Constable
Tom McNeil	:	Assistant Police and Crime Commissioner
Nicholas Rowe	:	Superintendent
Andy Ward	:	T/Assistant Chief Constable
Matt Ward	:	Assistant Chief Constable

Plus, one webcaster and 3 observers

Apologies:

Wasim Ali	:	Assistant Police and Crime Commissioner
Dr Cath Hanon	:	Board Member

1. *The meeting was recorded, and a webcast of the entire discussion can be viewed here:*
https://westmidspcc.public-i.tv/core/portal/webcast_interactive/683296
2. *The reports referred to throughout this meeting can be viewed here:*
<https://www.westmidlands-pcc.gov.uk/strategic-policing-and-crime-board/agendas-minutes-reports/>
3. *Actions arising from the discussion during the meeting are highlighted in bold text.*

023/23	<p>Apologies and APCC Update</p> <p>Apologies from:</p> <ul style="list-style-type: none"> • Wasim Ali • Dr Cath Hannon • Sandra Collins <p>The PCC made the following comments:</p>
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- The Baroness Casey Review has concluded that the MET is institutionally racist, misogynistic, and homophobic. Resultantly, the MET is failing to the extent of existential crisis.
- The PCC made it clear that the MET has lost sight of the fundamental principle that policing is based on consent, and has missed repeated opportunity to reform over the decades.
- In response to the Review the PCC will convene a West Midlands Accountability Forum where the Force can explain to the public, key stakeholders, and the media, openly and transparently, how it is tackling racism, misogyny and homophobia, and how we can all do more in light of the findings of the Review findings.
- The PCC made it clear that all police officers have a non-negotiable duty to comply with the highest standard of conduct, ethics, integrity and professionalism. Any officers that cannot uphold this have no place in the police service.
- Additionally, it is the responsibility of senior leaders within policing to ensure that there is no place for racism, misogyny or homophobia within the Force.
- The PCC is holding the Force to account to ensure that it complies with vetting procedures, performance managers, officers/ staff, and deals actively with complaints and misconduct.
- The PCC is committed to constant and unremitting action to hold the Force to account ensuring that the 43 recommendations set out in the national report of HMICFRS on vetting, misconduct and misogyny (dated 02.11.22) are implemented.
- The PCC made it clear that the changes will prevent any unsuitable individuals from joining the Force, and ensure that any misconduct within the Force is identified, and unfit officers and staff are dismissed.
- The Government's Deeper Devolution Deal has failed to deliver its promise to reduce homicide, serious violence and neighbourhood crime in the worst affected areas by 2030.
- The PCC's Office has submitted many proposals to the Home Office and the ministry of justice including; how the criminal justice service could work better for policing and victims of crime, improve the lives of young people, and increase retention of average speed enforcement fines and proceeds of crime for reinvestment back into the West Midlands.
- In spite of this significant effort and time the Government has not backed all of the PCCs proposals and has included nothing in the deal that will result in its promise to reduce homicide, serious violence, and neighbourhood crime in the worst affected areas by 2030. What is more, the Force will still have 1000 less officers than 2010, and an unfair funding formula that costs the West Midlands £40 million per year (The equivalent of approx. 800 Police Officers).
- The PCC made it clear that there is no levelling up when it comes to policing, community safety, and criminal justice. The Government has failed people of the West Midlands once again.
- This meeting is the last Strategic Policing and Crime Board for CFO Mark Kenyon. Mark's effective financial management during the last 8 years of turbulent times has been critical. Working alongside successive counterparts in the Force Mark has steered the finances with expertise, thoughtfulness, and an unflappable determination. Mark is respected by all who know him and will be much missed. On behalf of the Office of the Police and Crime Commissioner we thank Mark for his service.

<p>024/23</p>	<p>Notes of the Last Meeting</p> <p>The notes of the Board meeting held on 28 February 2023 were accepted as an accurate record of the meeting.</p>
<p>025/23</p>	<p>Questions from Members of the Public</p> <p>1. <i>One of our PCC's stated objectives is to ensure "road danger reduction and deliver a safe and secure road network" including an intention to "prioritise reductions in speeding and nuisance driving".</i></p> <p><i>How is the board supporting him in holding West Midlands Police to account on this and setting the strategic direction of the force, and, what steps is the PCC undertaking with partners from across the public sector to ensure "a road network that is denied to criminal use such as speeding and road racing"?</i></p> <p style="text-align: right;">(Asked by Clare McArthur)</p> <ul style="list-style-type: none"> • The PCC reiterated that Roads Policing and excess speed are matters of significant concern to the public and to the PCC, resultantly they feature highly in the Police and Crime Plan. • At next month's SPCB in April 2023, the PCC will be holding the Force to account through a dedicated Roads Policing agenda item. Within this item the Force will be reporting on Roads Policing matters and the public transport network. • The OPCC is working with local authorities (most recently Coventry and Solihull) to increase average speed cameras, and encourage the Force to increase enforcement. The aim of this work is to increase average speed cameras and enforcement in Birmingham. • The OPCC is assisting with funding and supporting for Operation Hercules. Operation Hercules is the Force's response to preventing and tackling anti-social, dangerous car cruising and street raising. • The PCC chairs the Regional Road Safety Strategic Group. This is a partnership forum made up of strategic leads for road safety in all of the local authorities across the region. The Forum is administrated by Transport for West Midlands and Highways England participate. • The aim of the Regional Road Safety Strategic Group is to deliver a review of the Road Safety Strategy within the West Midlands, encourage collaboration, and drive partnership to reduce the number of individuals seriously injured or killed on our road network by 50% by 2030, with all deaths and serious injuries to be eliminated from the West midlands by 2041. • Last year the OPCC supported Operation Vertebrae, to tackle dangerous driving on the M6 in partnership with National Highways. • The OPCC supported the National Week of Action to tackle drink and drug drivers who recklessly drive under the influence. • The OPCC are also working with local councils, to ensure a region wide approach to the proposed transfer of responsibility to local authorities for the enforcement of moving vehicle contraventions. For example; the responsibility of moving yellow boxes and traffic outside of schools.

- The PCC is also rebuilding community policing. The PCC believes increased visibility, building local intelligence, and the capacity for local Speed Watch schemes can have prevent and tackle excess speed and deal with anti-social driving.
- The PCC made it clear that proper enforcement of speeding is vital to creating a safe environment in our neighbourhoods and highlighted that income from fines go to central government and are not retained locally to fund prevention.
- The retention of fixed speed enforcement fines was submitted to the Government; however, this was not agreed. Regardless, the PCC will continue to campaign for this financial income to be reinvested.

The Chief Constable:

- reiterated that whilst each local authority does not have a traffic department, the Force's region-wide department must be utilised dynamically to address the issues of roads policing expressed.
- made it clear that he was unimpressed by the decommission of the laser speed gun used by the community. Resultantly the Chief Constable expressed an interest in obtaining Ms McArthur's contact details to resolve the issue directly.

How much opportunity does The Force/ OPCC have to advise on road furniture, adding cameras, or lowering speed limits?

- The PCC acknowledge that prevention and partnership is better than dealing with the issue. More importantly the PCC highlighted the importance of the local authority and other partners in communicating with the public.
 - In response to implementing methods of preventing speeding and road policing issues the PCC expects the Local Authority to consult with the Force and the community prior to their placement. During this process the PCC and Community can offer their opinions on these methods and their implementation.
2. Can the Police and Crime Commissioner explain how he will reach his target of 450 new neighbourhood police officers by 2025, when the police uplift from which those 450 officers are coming from ends in May and only 256 have been hired.

**(Question from Sandra Collins)
(Asked by PCC Simon Foster)**

- The PCC stated that he is committed to rebuilding Community Policing.
- Community Policing was dismantled over the past decade by local Government due to ill-advised, misconceived, and poor decision making. This was counter-productive and a false economy for which the people of the West Midlands have been paying the price.
- By April 2023 West Midlands Police will have recruited a net increase of 1,200 police officers since 2019. Nevertheless, this will amount to 1000 officers less than West Midlands Police had in 2010.
- So far 256 police officers have been allocated to community policing, nearly 60% of the target of 450 officers.
- West Midlands Police has just over 200 student officers in initial training that will be posted into local policing at the completion of their initial training with a further 230 student officers scheduled to be recruited in March 2023.

- The PCC remains committed to working with the Chief Constable to put 450 additional police officers into community policing by 2025 allocated from these additional recruits.
- Under the new Chief Constable, the Force is implementing a new structure that puts local people and their communities at the heart of the service offer. This will establish significantly more than an additional 450 officers in local Policing Areas, increasing the ability to both focus on local issues and strengthen community relationships
- 3 years ago, the PCC pledged to rebuild community policing and is now leading the process. The PCC is leading policy think tanks which include the Police Foundation Crest Advisory. Additional sources supporting this rebuild include Policy Exchange, both main political parties, and the Casey Review.
- Frontline community policing is a priority which the Force must invest in and prioritise otherwise it will not deliver for the people of the West midlands or fulfil its mission to prevent and tackle crime, build trust and confidence, police by consent, protect people and help the vulnerable.

026/
23

Questions from Members of the Board

1. *Since January 2018 the Force's representation of ethnic minority groups has risen year on year with a proportionate total increase of over 37% in the 5-year period.*

This shows me that we as an employer are definitely moving in the right direction however can the Chief constable please tell me how many people from Ethnic backgrounds are actually in senior positions.

(Asked by Bhupinder Gakhal)

- The Force are continuing to make progress on the representation of ethnic minorities in the force.
- The Chief Constable reiterated that this is a priority, it is included within the Police and Crime Plan.
- The Chief Constable shared the following breakdown from February 2023; Chief Officer 1, Chief Superintendent 1, Superintendent 3, Chief Inspector 14, Inspector 35 and Sergeant 133. All of these positions are supervisory and above.
- The Chief Constable also shared that in 2018 there were 6% chief inspectors, however, as of March 2023 there are 20%. The Chief Constable reviews this talent pool to ensure that they are receiving support and training to facilitate higher rank positions in the future.

The PCC made the following comments:

- The PCC reflected the importance of having a police service that is reflective of the people that it serves. The PCC noted the previous work of the Chief Constable in Nottingham with recruitment and is keen to work on this with the CC.
2. *How confident is the Chief Constable that the Force can identify serial burglary and serial robbery offenders?*

How confident is the Chief Constable that the Force can identify individuals who are repeat victims of stalking and harassment offences?

Please provide examples of cases where these cohorts have been identified and subsequent police response.

(Question from Cath Hannon)
(Question asked by Chief Executive, Jonathan Jardine)

- The Force have dedicated resources from both intelligence and investigation, source units, and intelligence from the community. This intelligence is then shared with investigation teams regarding serial burglary and robbery offenders.
 - The Force host regular meetings with forensics representatives to identify repeat offenders.
 - Operation Canter relates to daily operations meanwhile Operation Turn-hand is Force-wide. Both of these bring the relevant information and key individuals together.
 - The Chief Constable relayed the following information on a successful outcome from Operation Modulate. Within this operation serious offenders who lived transient existences across West Midlands, Staffordshire, West Mercia, Thames Valley and West and South Yorkshire underwent investigation. As a result of the Force's investigations the whole team were apprehended on a variety of offences relating to over 120 incidents using cloned vehicles, and a large selection of stolen property from across the different regions was recovered.
 - In response to Stalking and Harassment the Chief Constable explained that the Force run an approach akin to a stalking clinic. Within this approach a working group was set up 12 months ago.
 - All investigations for Stalking and Harassment are led by Public Protection and has intelligence and investigators feeding into it. The Force also work closely with CPS to identify which cases to bring forward.
 - The Chief Constable explained that recent examples are predominantly grounded on people meeting on Facebook, short relationships, and offenders becoming fixated.
 - One case was successfully investigated and an outcome is being awaited from Wolverhampton Crown Court. Meanwhile a second case example, was brought to stalking triage and an application for a Stalking Prevention Order was recommended. In this case the order did not progress in favour of a Non-Molestation Order.
 - The Force reiterated that the best outcome for the individual victim is always the priority.
3. *We saw recently the misinformation and misdirection that influenced the search for Nicola Bulley in Lancashire.*

How might West Midland Police and the OPCC collaborate to counter the effects of misinformation and misdirection on operational integrity, social cohesion and police legitimacy?

(To be asked by Cath Hannon)

- The Chief Constable noted that caution must be employed as there are a number of ongoing investigations in relation to this.
- This type of matter is reserved for Gold level staff, an ACC or above, to set a strategy that includes dedicated communications with the media.
- Senior Investigating Officers must have the bandwidth to decide what is shared and portrayed. This is overseen by a Gold level officer and importantly is scrutinised by the public.

	<ul style="list-style-type: none"> The Strategic Information Office (SIO) is overseen by a member of the Gold team, however the Force employ an open door to pick-up when communication is perceived to be in a direction where the Force would not want it to go.
Police and Crime Plan	
027/ 23	<p>Preventing and Reducing Crime – Violence Against Women and Girls</p> <p>ACC Matt Ward presented the paper and the following points were discussed:</p> <p><i>Throughout the report the voices of victims and lived experience are featured. This is key to driving trust and confidence in the Force. How are the force undertaking this?</i></p> <ul style="list-style-type: none"> The Force are undertaking this through local policing, specifically the work of Superintendent Sally Simpson. The Force are completing a lot of work in conjunction with a range of third sector and outreach support organisations. What is more, The Force hosts scrutiny panels focussed around victim’s voice, where individuals can attend to share their experience or represent the voice of other victims. A lot of work has been completed with W.A.V.E to understand the impact the Force responses have on victims. Progress over the last 6 months has resulted in W.A.V.E working in police stations and custody suites. Where a criminal justice outcome may not be right for the victim the Force will support individuals in obtaining Non-Molestation orders. The Force are constantly seeking feedback from local authorities, third sector organisations, and victims who can inform the action and approach of the Force. <p><i>The ethos that men are upstanders not bystanders is key to moving forwards, addressing this issue, and recruiting men to stand up against VAWG and Misogyny. How are the Force leading with example on this?</i></p> <ul style="list-style-type: none"> The Force offers training and engagement to officers and the wider community. The Force are reaching out to the next generation in both schools and higher education to spread the core message <i>be an upstander not a bystander</i>. The force noted the importance of communications to promote this approach in the West Midlands, and jointly with the OPCC. The Force have employed Operation Santosh, developing training for West Midlands Police. The Force acknowledges that more needs to be done, but reiterates that internally and externally they are advocates of Upstanding not Bystanding. <p><i>The Casey Review highlighted an awful situation of improperly managed rape kits. Can you offer reassurance that similarly is not happening in the West Midlands?</i></p> <ul style="list-style-type: none"> The Force offered assurance that this is not happening in the West Midlands. The Force have invested in NEXUS as a single property and logistics store, which significantly diminishes the likelihood of a similar event happening in West Midlands. A whole stock review is almost complete on all West Midlands Police buildings in around detained property. No errors like those revealed in the Casey Review have been found.

There are many instances where individuals from ethnic minority groups are reporting VAWG, and many cases where these reports are removed. Community engagement to gather information is key to supporting the community with VAWG. There are also instances where the violence/ abuse goes too far and individuals are left without phones or ways to communicate. Sometimes people are even taken out of the country. What is The Force doing to engage with ethnic minority groups?

- Ongoing work that the Force is conducting to strengthen engagement with ethnic minorities includes building relationships with various women's groups including Sikh Women's Aid.
- The Force noted the importance of links to independent scrutiny's which can act as advocates for the Force and share information on the various options available.
- Work conducted under Operation Limelight, at airports, is instrumental. Despite its occurrence only twice a year the impact of Operation Limelight extends far beyond these incidents and ripples into communities.
- The Force are committed to collating data on this subject and constantly reviewing this information to inform action and the differing responses of communities.

Stakeholders and Victim support groups ask for more understanding from those who respond to incidents and their ability to relate to the crime, and how it is situated within the community. How much thought and consideration is given to creating as tailored as response as possible?

- It is difficult to tailor a response case-by-case, especially when individuals need urgent assistance. However, the Force is committed to providing the best response in each case.
- Resultantly the Force have rolled out domestic abuse training to all front-line staff. 1,200 force response staff have received the training and plans in place to offer this to other front-line capabilities.
- Learning from Operation Asp (Solihull) has directly informed a new domestic abuse policy and training, resulting in a focus on empathy, emotional intelligence and listening as key tools. Officers are trained to use these tools to identify differences in different communities and cases, and provide support for what is presented with empathy and compassion

A lot of training is online, or short due to natural limitations. How confident are you that the training quality is adequate to address the situation? Secondly, the Casey report highlighted perceptions of training as woke or too politically correct. Why are you confident that your training is being received well by the staff and not discredited as politically correct nonsense?

- The Force confirmed that the recent domestic abuse training was provided in person, included two-way communication, was led by subject matter experts, incorporated learning and development, and included Menti-meter feedback on the day. Feedback from this training concluded that it was some of the best training received, especially on this subject matter.
- Uplift in response to training has provided the Force with the confidence that their training is making a positive impact. Due to clear uplift in arrests of domestic abuse following training.
- The Force confirmed that the process of training is in constant review. What is more, the Vulnerability Improvement Board includes Operation Asp recommendations and training reviews as consistent agenda items.

Is there external input into the design of the training?

- The Force confirmed a lot of external input, especially following Operation Asp recommendations, and the Vulnerability Improvement Board. Nevertheless, there is more work that will be done on this.

According to feedback from the public non-molestation Orders are not working. It is believed that they are either not feared, police don't have enough resources to respond quickly, or once they respond the evidential threshold necessary for enforcement is problematic. What structural changes do you believe need to be made to ensure non-molestation orders are effective?

- The Force does not support the statement that non-molestation Orders are ineffective. Non-molestation orders are one of a number of civil interventions alongside criminal justice interventions and safeguarding interventions that are available.
- One issue that the Force acknowledged is the potential difficulty in accessing the non-molestation orders.
- The Force confirmed that they resource non-molestation orders appropriately, however there needs to be consideration for the victim and in some cases approaching a breach of a non-molestation order may not be the correct action, especially if there is a substantive criminal offence to consider.
- The Force explained that they are keen to promote this option, if appropriate to that individual in that case. However, they should be taken in context.

In Paragraph 21, Operation Shepherdess is detailed. Please confirm what Operation Shepherdess is?

- Operation Shepherdess relates to night time economy and how the Force identifies vulnerability.
- Part of Operation Shepherdess focuses on how the Force protect from a physical perspective, police presence, what they can do with these concerns, and safe spaces where individuals can attend. To enforce the above the Force utilises communication with retailers, BID, and security to promote identifying VAWG concerns.

There is a lot of work taking place to improve outcomes in Rape and serious sexual offences including; video evidence ahead of trial, closer working relationships between The Force and Crown Prosecution Service, work in Op Soteria and digital forensic opportunities. How can this improve outcomes for victims of rape and serious sexual offences?

- The Force identified the importance of timeliness in investigating offences.
- The Force explained that it is important to maintain the confidence of the victim especially when obtaining digital evidence from mobile devices.
- It is key that the evidence is secured in a timely manner, however not abruptly.
- The Force must also offer reassurance that the force will restrain and constrain what is looked for on the device in relation to the case. Resultantly the device will be returned to the individual in a timely manner.

Domestic Violence protection Notices and Orders can be a useful device to reduce VAWG. As acknowledged in paragraph 29, the Force have not been utilising this power. Is this due to capacity, training or awareness? What can be done to address this?

- A combination of capacity, training and awareness have resulted in the Force not utilising this power.

- The Force shared the following figures on successful Domestic Violence Protection Orders (DVPOs);
 - Converted DVPOs in 2022 were at 62 meanwhile the 2023 conversion rate is 140.
 - The conversion rate in Jan and Feb 23 is mid 80's to early 90's.
- The Force is currently reviewing a restructure of the central team to provide consistency.
- The Force have created an out of court disposal team in criminal justice to augment the work around civil orders.
- Importantly, the Force are seeing improved use of DVPOs and Domestic Violence Protection Notices, which is expected to continue.

As a consequence of the Government's failed bail reforms there is a real concern that suspects of VAWG were being released under investigation rather than being bailed. Although this has been rectified, can you reassure us that perpetrators of domestic abuse are more routinely subject to bail conditions, providing protection for victims?

- The Force assured the PCC that following the bail changes perpetrators are more routinely subjected to bail conditions in appropriate situations.
- The Force reiterated that this is now common in Rape and Serious Sexual Offences (RASSO) and domestic abuse.

The Baroness Corston Report (2007) identified the poor treatment of women within the Criminal Justice System. Perhaps the opportunity to refer individuals into schemes such as New Chance are not being utilised as consistently as possible. Can you reassure the Board that steps are being taken to rectify this?

- The Force acknowledged that more needs to be completed to action this and steps will be taking place to ensure that are schemes are utilised for the benefit of individuals.
- The out of court disposals team within the central criminal justice system will review and assess individuals for suitability within these schemes.
- As the Force start to see an increase in low-level offending opportunities to intervene and provide support need to be identified.

Within Paragraph 54 it is referenced that protected characteristics are not recorded as a mandatory field within Connect. It is believed that the Force do not a developed understanding of how women and girls are disproportionately affected by the criminal justice system whether as victims or suspects. The equality analysis provided 23 points from the VAWG action plan. Could you give us an idea of what is included in these 23 points? Secondly, when will the issues with Connect be resolved?

- The Force were not able to provide a timeframe upon the resolution of the Connect issues. A national change is required to the system and therefore national agreement needs to be obtained before progress can be gained. The Force is working with the NPCC lead to ensure that Connects represents what the Force needs to collect nationally.
- The Force explained that some of these issues to collection of data and behaviours relating to collection. The Force may not be able to mandate the collection of protected characteristics however, it is encouraged.
- When collecting protected characteristics, the Force would have to be very clear as to why they are collecting this information.
- Gap analysis has been conducted to review where the Force collect data, and how the Force can address this.

- The Force confirmed that this information has been shared with the Fairness and Belonging Board.
- The Force noted that there is scope for this to go wrong and start collecting a lot of data on the wrong items. The Force is keen to avoid this collection lots of unhelpful data.
- The Force identified that it would be prudent to bring this item to a future Board in 6 months for a progress update.

There is currently work being done in schools across the West Midlands to educate about misogyny. The OPCC also does this type of work. Are you confident that the standard of you work in schools to be reviewed and receive feedback?

- The Force's work is nuanced based on age and education level.
- The Force are confident that their intentions are in the right place and training is good but always keen to receive feedback that will promote improvement for the best outcome of the training.
- The Force are keen to have feedback on this work.

The PCC made the following comments:

- The PCC identified that in the West Midlands VAWG is a top priority. Resultantly, OPCC has increased number of independent domestic violence and sexual violence advocates, established a new service to tackle stalking and harassments, invested in safer streets, and campaigned to ensure that men are upstanders and not bystanders to abuse and intimidation.
- West Midlands Police and other Forces across the country are under significant pressure and under resourced when preventing and tackling VAWG. The OPCC will be submitting a Special Grant Bid to the Home Office for extra funding. This funding will reduce case loads for officers working on rape and serious sexual offences, and improve the efficiency in which these cases are dealt with. To improve access to justice for victims.
- Plans have been submitted to cross-party members in Westminster, and the PCC will be seeking the support across the political spectrum for this Special Grant Bid. The PCC urges all west midlands MPs to support this application.

Emerging Items

028/
23

Commonwealth Games

The paper was delivered by ACC Matt Ward and the following points were discussed:

Assistant PCC Tom McNeil was able to witness this planning over a number of years. The Assistant PCC acknowledged that the Force were outstanding with the delivery of security at the games. This praise has been widely acknowledged and appreciated.

- The Force thanked the Assistant PCC for this acknowledgement and attributed the success of the Commonwealth Games to the constructive team spirit and resulting efforts of all involved.

Chief Executive Jonathan Jardine noted that the delivery of the games was also under budget resulting in a larger legacy for the games.

Within the report rest days in lieu vs mutual aid is raised. Has there been any progress on this area?

- The Force always believed it to be more financially and operationally prudent to deploy officers on rest days and pay them rather than accrue rest days in lieu or rely on mutual aid.
- This feedback has also been received from the National Debrief however, change can only take place once police regulations have been completed. This change is currently awaiting Home Office review.
- The Force have made strong recommendations and feel that using flexibility to address this issue and avoid incurring extra costs.

During the Commonwealth Games there were expectations placed on staff to be subject matter experts on items that they were not. In the future how would the Force reduce the risk of pressure on staff to develop expert knowledge in subjects?

- This factor appeared strongly in the debrief recommendations. The Force acknowledged that pragmatically it makes sense to bring in Officers that are skilled rather than upskill officer.
- However, if the Force were to move individuals with skills and place them in these roles that would leave large gaps which is not necessarily the most effective use of resources.

The report talked about the opportunity for Special Constables deployed into the event. What lessons can be learnt from the deployment of Special Constables within the Commonwealth Games?

- The Force worked hard to build trust and confidence whilst proving that they can deploy Special Constables. A significant amount of time, effort and energy was invested in this deployment and resulted in a huge success with only a few dropouts.
- Debriefs following the event with DEPOC and North Wales the Force have provided beneficial feedback regarding areas such as payments, and recognising Special Constables for the opportunity.

Pointed comments on the layout of the Command Centre were identified following the Commonwealth Games. How will this be addressed when the facility is utilised for future events?

- The Force noted that this facility was a key resource without which the Force could not have conducted the games in the way that they did.
- The Force have identified tweaks (for example, layout) which will be implemented as the facility is utilised further.

Given the intention of the Chief Constable to use that facility intensively, there is an opportunity and challenge to ensure that best practice of this facility is used. Will this be used?

- The learning from the event can be taken forwards in addition to confidence in the Force's ability.

The PCC offered the following comments:

- This meeting is the last appearance of ACC Matt Ward at the Strategic Policing and Crime Board. As Assistant Chief Constable, Matt Ward has had a

	<p>distinguished career. The Board wishes ACC Matt Ward the best in policing career and thanks him for his service.</p> <ul style="list-style-type: none"> • The PCC thanked the Force for running a highly successful police operation for the Commonwealth Games. The games were not only safe and secure but a friendly Games. This is testament to the hard work and efficiency of everyone involved with this team. • The PCC has previously flagged concerns around the contractor's security industry and its resilience. These concerns remain. • Pre-arranged military support ensured that various failures were mitigated during the Commonwealth Games. • The PCC is concerned by the chronic shortages in the private security sector that are causing issues at major events. This must have further consideration by the sector and the Government. It is clear that more support should be sought from external specialists to support with major events • Resoundingly the security operation for the Commonwealth Games was a success and showed the Force in its very best light.
Regular Items	
029/23	<p>Fees and Charges</p> <p>This paper was delivered by Chief Finance Officer Mark Kenyon, and the following points were discussed:</p> <p><i>The Force recognise that these are nationally set charges, therefore the Chief Constable is keen to benchmark with other forces over the coming months (T/DCC)</i></p> <p><i>Within the report there are no increments for pay on bank holidays for Police Community Support Officers (PCSOs), is this standard?</i></p> <ul style="list-style-type: none"> • The CFO confirmed that the details in the report are correct. PCSO pay does not vary in light of bank holidays. • The CFO could not confirm if PCSOs get time off in lieu as a result of the lack of pay variation. <p><i>What will be the impact on the fees and charges if the pay award will be higher than 3%?</i></p> <ul style="list-style-type: none"> • In line with the Force's police budget 3% has been assumed and included in these figures. If the pay award is larger than 3% the figures will be updated to reflect this. <p><i>Why are some of the fees and charges not increasing from one year to the next?</i></p> <ul style="list-style-type: none"> • The fees and charges that do not increase are set by the Government. • Firearms licences and shot gun licenses are an example of a charge that is set nationally. • It is understood that these costs are reviewed to ensure that they are currently applicable. <p><i>PCC provided the following comments:</i></p> <ul style="list-style-type: none"> • The PCC identified that most modest increases have taken place to ensure that the Force has the resources to keep us safe.

	<ul style="list-style-type: none"> • One area that has not been increased is the charge for Firearms fees which have been set nationally by the government. • It is estimated that the Force will make a loss of £238,000 in 2023-24 administrating shotguns and firearm licensing. • It is estimated that forces the UK will be losing around £10, million. What is more, the increased checks required following the incident in Plymouth will result in these losses being even higher. • Following campaigning by the PCC, the Policing Minister has indicated to the PCC, in a letter, that changes are coming. The PCC finds it unacceptable for there to be less police officers on the beat because gun licences are not charged at a level that covers their cost.
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<p>030/23</p>	<p>OPCC Grant Making To be presented by: Mark Kenyon</p> <p>This paper was delivered by Chief Finance Officer Mark Kenyon, and the following points were discussed:</p> <p><i>The OPCC are always reiterating the potential opportunities for co-commissioning. With the internal commissioning board is there an appropriate way to bring partners into the commissioning process to ensure that opportunities are arising at the right place?</i></p> <ul style="list-style-type: none"> • This is a great idea that would contribute towards ensuring that the limited timescales on funding opportunities do not limit the benefit to organisations. • Co-Commissioning is something that the OPCC are trying to endorse to make more funding more successful. <p><i>The funding structure for the Violence Reduction Partnership (VRP), is due to step down in years 2 and 3, and requires match funding. Could you provide a description of match funding?</i></p> <ul style="list-style-type: none"> • Match funding relates to a percentage of 20%, which the VRP must attract. This 20% can be obtained in both cash and time. • The step down projected for year 2 is 20%, with another reduction in year 3. • Ultimately this is a lot of funding that the VRP need to obtain. <p><i>How plausible is future devolution focussed on encouraging different whiteboard partners to pool and devolve allowing more flexible funding. Can you think of any potential barriers in principle to this action?</i></p> <ul style="list-style-type: none"> • Obvious barriers include history and how the treasury allocates funding across departments. • From a local perspective and delivery point of view, there could be overshadowing from larger organisations or organisations endorsed by others. • The Chief Executive offered grounds for optimism from the Trailblazer deal which included a single sum settlement across 4 settlement areas for the Combined Authority. However, it is notable that the Home Office and Ministry of Justice are not a part of this and therefore there is no commitment for this kind of simplification. • There are significant funding streams that should be a part of this settlement such as those from the Youth Endowment Funding. • Ultimately a single pot of funding would assist in making funding more flexible.
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<p>031/23</p>	<p>Chief Constable Update</p>
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	<ul style="list-style-type: none"> • The Force are currently preparing for the busiest period, Easter into summer. This busy period is usually due to longer days, warmer weather, and the number of individuals gathering outside/ in open spaces. • Homicide on the 11th March 2032, at the Colosseum night club, Walsall. The male victim was stabbed in the neck and later died of injuries. 1 suspect has been charged, and 2 further suspects outstanding. The Force are currently working with the local authority and the nightclub around licensing conditions and improvements at the location. • A serious incidence of violence took place in Castle Vale and resulted in the death of one male and an attempted murder of another. A father and son were stabbed, in what is believed to be the result of a marriage break down, and a two-sided family dispute. The Father lost his life in the incident and the son injured. Offenders were arrested within 1 hour of this, resulting in 2 males charged and 1 female bailed. • A Spontaneous robbery occurred in Birmingham East, shard end, smoke city, on 15th March 2023. 3 suspects entered a hardware store, and a 50-year-old was attacked with a wrench. The victim suffered fatal injuries. The offenders stole the victim's Rolex watch and left the scene in a car with stolen plates. The Force identified 3 individuals from an organised crime group and tracked them down to Devon. All 3 individuals were charged with murder. • An incident in a public house in West Bromwich, 19th March 2023. The individual in this case has died, potentially, as a result of injuries suffered at the assault. A homicide investigation has resulted in 5 suspects arrested and currently on conditional bail. • A serious incident also took place on Shenstone Road, Birmingham. During this incident an elderly Asian male was set alight and suffered server injuries. This case is linked to a similar attack in the MET police area in Feb 2023. Within 24 hours of the attack the offender was located and charged with both offences. The suspect is remanded in custody and due to appear at court. The Force are aware of public/ community concerns over the motives for this attack. The motivation is currently unknown however, the force are satisfied that the individual was working alone and that there are no fears of linked attacked.
032/23	<p>SPCB Workplan:</p> <p>a. SPCB workplan for noting</p> <ul style="list-style-type: none"> • There are currently various matters that remain outstanding actions. These items will remain on the workplan until completed. <p>b. SPCB Actions and Further Lines of Inquiry</p>
033/23	<p>Date of the next meeting:</p> <p>The date of the next meeting will be Tuesday 25th April 2023</p>