

STRATEGIC POLICING AND CRIME BOARD

Tuesday 27 June 2023
1000 – 1300 hrs

AGENDA

1.	10.00	Apologies and PCC Update The Commissioner will provide a general update.	Verbal
2.	10:10	Notes of the Last Meeting The notes of the Board meeting held on 23 May 2023 are attached to this agenda. The notes include actions in bold, with the steps taken to address those actions included in italics. The notes carry forward any outstanding actions from previous Board meetings to ensure that the Board is regularly updated on progress.	
3.	10:15	Questions from Members of the Public The Commissioner will consider questions from members of the public (other than police officers and staff) who live, work or study in the West Midlands relating to the duties and responsibilities of the Police and Crime Commissioner. Any questions have to be submitted in writing to the Commissioner at least seven working days before the meeting. Members of the public may submit one question per meeting. Members of the public are reminded that it is also possible to ask questions of West Midlands Police and Crime Panel whose role is to support and review the work of the West Midlands Police and Crime Commissioner. For further information go to the Panel's website http://westmidlandspcp.co.uk	
4.	10:20	Questions from Members of the Board This item is for Board Members to ask particular questions on matters that have arisen between Board meetings and which are not connected with the reports on this agenda. A copy of the questions will be circulated at the meeting and will be made available on the Commissioner's website at www.westmidlandspcc.gov.uk .	
		Police and Crime Plan	
5.	10:40	Increase Confidence in WMP – Confidence and satisfaction To be presented by: Assistant Chief Constable Claire Bell	Written Report

6.	11:10	Increased Confidence in WMP – Stop and Search and use of force To be presented by: Chief Superintendent Andrew Parsons	Written Report
		Emerging Items	
7.	11:40	Verbal Update from Public Accountability Forum To be presented by: Simon Down	Verbal Update
8.	12:00	Policing Governance Update To be presented by: Jonathan Jardine	Verbal Update
		Regular Items	
9.	12:20	Finance Outturn Report To be presented by: Lynn Joyce	Written Report
10	12:45	Assistant Chief Constable Update Assistant Chief Constable Jayne Meir will give a verbal update on operational policing matters which can be discussed in the public domain.	Verbal Update
11.	12:55	SPCB Workplan: a. SPCB workplan for noting b. SPCB Actions and Further Lines of Inquiry	Written Report
12.	12:59	Date of the next meeting: 25 th July 2023	For Noting



STRATEGIC POLICING AND CRIME BOARD

Tuesday 23 May 2023 1000 – 1300 hrs

Attendees:

Wasim Ali	:	Assistant Police and Crime Commissioner
Sam Batey	:	Chief Inspector
Claire Bell	:	Assistant Chief Constable
Nicky Brennan	:	Victims Commissioner
Charmaine Burton	:	Board Member
Arron Cullen	:	Strategic Performance Analyst
Simon Foster	:	Police and Crime Commissioner
Alethea Fuller	:	Deputy Chief Executive
Craig Guildford	:	Chief Constable
Scott Green	:	Deputy Chief Constable
Jonathan Jardine	:	Chief Executive
Nicholas Jeffreys	:	Operational Lead - Coventry Youth Justice Service
Nigel Johnston	:	Command Team Programme Manager
Lynn Joyce	:	Head of Internal Audit
Charlotte Killeen	:	Staff Officer
Philip Rutherford	:	Strategic Lead Youth Justice Services, Walsall Council
Dave Webb	:	Birmingham Youth Offending Service

Plus, one webcaster and three observers.

Apologies:

Bhupinder Gakhal	:	Board Member
Dr Cath Hannon	:	Board Member
Tom McNeil	:	Assistant Police and Crime Commissioner

1. *The meeting was recorded, and a webcast of the entire discussion can be viewed here: [SPCB May 2023 - Tuesday 23 May 2023, 10:05am - West Midlands Police and Crime Commissioner Webcasting \(public-i.tv\)](#)*
2. *The reports referred to throughout this meeting can be viewed here: [SPCB May 2023 - West Midlands Police & Crime Commissioner \(westmidlands-pcc.gov.uk\)](#)*
3. *Actions arising from the discussion during the meeting are highlighted in bold text.*

045/
23

Apologies and PCC Update

Apologies were received from:

- Bhupinder Gakhal
- Dr Cath Hannon
- Tom McNeil

The Commissioner made the following comments:

- The Commissioner was deeply concerned to note that on 12 May, the National Audit Office published a report titled: 'Improving Resettlement Support for Prison Leavers to Reduce Reoffending' in which, the report states that the government is not consistently supporting prison leavers in resettling into the community and the quality of services has declined in recent years. In the West Midlands, the Commissioner appreciates the importance of rehabilitation in order to prevent, tackle and reduce crime which is why the Commissioner invests in projects such as Offender to Rehabilitation, New Chance and the Second Chances Charter. The Commissioner expressed concern that the government is not prioritising rehabilitation, and is failing to prevent, tackle and reduce crime.
- On 2nd November 2022, HMICFRS published a national report on vetting, misconduct and misogyny within policing. On 11th May HMICFRS published a letter to the Home Secretary setting out their assessment of the progress that police forces across the country have made so far against the recommendations set out in the national report. The Commissioner wants to see West Midlands Police being relentless in aiming for and enforcing the very highest standards of conduct, ethics, integrity and professionalism.
- On 15th May there was the second reading of the government's Victims and Prisoners Bill. The Commissioner welcomes the Bill, however states that this must go further: The definition of a victim must be expanded to include victims of persistent anti-social behaviour, enforcement of victim's rights must be strengthened, and victims must have access to independent and specialist victim support services. The Bill also includes a new duty on police and crime commissioners and criminal justice bodies to monitor compliance with the Victims' Code and the introduction of a new statutory duty on police and crime commissioners, integrated care boards and local authorities to co-operate when commissioning support services for victims of domestic and sexual abuse and other serious violent crimes.
- On 18th May, the Commissioner had the opportunity to speak at the Violence Reduction Partnership Conference. This was the first conference since the launch of what was then the Violence Reduction Unit in 2019. Over the past three and a half years the partnership has been and remains committed to constant and unremitting action in delivering an extensive and wide-ranging series of initiatives and projects to prevent, tackle and reduce crime.
- This week, the Commissioner is launching a new campaign to highlight the abuse, harassment and intimidation that women can too often can experience whilst out exercising in public spaces. This campaign is titled 'I am tired of this' and will feature a video that will be promoted on social media channels. The Commissioner is launching this campaign to raise awareness, contribute to challenging, changing and calling out the behaviour of actual and potential abusers and to enable more people responsible for abuse to be held to account and brought to justice. The Commissioner expressed the importance of being upstanders to safety and not bystanders to abuse, harassment and intimidation.

046/ 23	<p>Notes of the Last Meeting</p> <p>The notes of the Board meeting held on 25 April 2023 were accepted as an accurate record of the meeting.</p>
047/ 23	<p>Questions from Members of the Public</p> <p>There are no questions from members of the public.</p>
048/ 23	<p>Questions from Members of the Board</p> <p>1) <i>Please can the Chief Constable:</i></p> <ol style="list-style-type: none"> a. <i>Outline the kinds of behaviour WMP considers to be ‘coercive control’ in domestic abuse cases and the kinds of circumstances it will take police action against perpetrators?</i> b. <i>How many cases has WMP charged perpetrators for coercive control in the last year?</i> c. <i>Where there are barriers to charging, what is WMP doing, whether with partners or otherwise, to help prevent coercive controlling behaviour in our communities.</i> <p>(Asked by the Commissioner on behalf of Tom McNeil)</p> <ul style="list-style-type: none"> • There is a list of types of coercive control although it is not definitive. • Aim is to evidence a series of behaviours, assess all the factors and identify the most appropriate offence to charge. • Over last 12 months, 44 discrete coercive control offences have been charged. • Investment from partner agencies, including the Commissioner, into support services to ensure victims are kept informed, supported and rightly signposted is crucial. Without this support, it would not be possible to prosecute as many cases. • The Chief Constable expressed that it can be difficult to launch a victimless or evidence led prosecution and would like to see the bar lowered in what the CPS would like to take forward in these circumstances which is a national issue. <p>2) <i>Can the Chief Constable outline the actions being taken by WMP to tackle the serious ongoing antisocial behaviour of off-road biking in local communities across the West Midlands? Can you outline the pro-active use of community intelligence, WMP off-road bikes and drones are utilising in tackling this problem?</i></p> <p>(Asked by the Commissioner on behalf of Tom McNeil)</p> <ul style="list-style-type: none"> • This is a policing development, by changing the policing model to a more locally focused and accountable method, there is more intelligence being actioned on a local basis. • Main investment is through the ARIS funding. • There are now 3 (with a further being procured) bikes to make an Off-road Bike Team that can operate in pairs and work across the local policing areas. This is a team work approach and they work with the Drone Team. • Prevention work is also done with young people. • Approach summary: new team, new investment, turning negatives into positives and collecting more intelligence.
Police and Crime Plan	

049/
23

WMP Change Programme:

ACC Claire Bell presented the paper and the following points were discussed:

What's the full benefits arising from the Change Programme? What are the metrics?

- There are a whole range of metrics that measure against the Chief Constable's visions and values.
- In terms of legitimacy, there is work taking place into how this is tangibly measured.
- There are also organisational health measures such as sickness and grievances.
- Feedback from members of the public and scrutiny from this Board today will continue to be monitored.

How will West Midlands Police ensure officers in response and Neighbourhood Teams have the skills and experience to manage local investigations?

- Currently staging implementation of those investigations - these are relatively a small number and simple investigations for individuals.
- There is a range of work going on, including CPD, online and classroom-based inputs.
- Mentoring and coaching taking place within local policing areas where experienced investigators are sharing their skills with less experienced officers.

To ensure we continue at a pace, what work is going to be continued to meet the SLA and continue the great work that's happening in Force Contact?

- Last month, WMP were 8th of all police forces in terms of 999 performance.
- Heavily focused on efficiency and effectiveness and of growing the overall police staff workforce in Force Contact.
- Currently in the process of live consultation.
- 101s continue to be a challenge but performance has nearly tripled. This is a work in progress and staff are working hard.

Is there still monitoring in place around the extent to which calls are dealt with at the first point of contact appropriately and therefore the members of the public are still getting a good service?

- Yes, some calls take longer for the right reasons. This links to how many call takers are needed. Turnover in call management in police forces means it's important to carefully manage employee numbers to ensure the service can be delivered.

What checks are in place to prevent categorisation of crime that is driven by available capacity rather than threat, risk and harm?

- The Force Crime Registrar is our ultimate backstop who reports directly to the Deputy Chief Constable and we are inspected against those standards.
- Crime categorisation is designed by Superintendents and signed off by Assistant Chief Constables who have a lot of experience with regards to crime workloads within West Midlands Police.

The report request asked for publication of the equality analysis. Can a copy of this be provided?

- **A copy of the equality analysis for the WMP Change Programme to be provided to SPCB members.**

How has the equality analysis informed the implementation of the Change Programme?

- Equality analysis was discussed at the design stage and was one of the first things put in place.
- The Force took the opportunity to use the new designed process which can be shared outside of this meeting.
- Weekly workshops were held for people to drop in to discuss the change in the early weeks.
- There is a Force document and each local policing area now have their own documents.

The Change Programme is progressing without knowledge of full costings. What risks accompany this approach and how are they currently being managed?

- The cost associated with phase 1 is managed through the governance set up to deliver the Change Programme through Design and Delivery Board. Initially costs associated with phase 1 are relatively low and relate to minor moves of officers within local areas. Still waiting for a final total as some moves are continuing.
- The costs currently fall within budget guidelines to deliver policing operationally within the West Midlands. Anything above these guidelines will be discussed with the Commissioner.
- **Once the Change Programme is complete and the final costs of the programme are known, the Chief Constable to report this back to SPCB.**

What has been the impact of efforts to better manage repeat 999 and 101 callers? What partnership approaches have been utilised?

- Working with the Ambulance service is one of our highest calls for service partners and repeat caller as an organisation. There is now a bespoke, direct line of communication which saves both organisations time and improves the service offered by both.
- Contact Management are discussing and sharing information relating to repeat individuals with the local policing area, and the Command Team are working with local partners to address needs round the top 10 callers in each local policing area across the Force.

How will West Midlands Police be working with partners in order to safely implement the right care, right person strategy so that we safeguard and promote the welfare of vulnerable people?

- This has already started a few months ago when first discussed at Chief's Council. This has to be done incrementally over a period of time.
- The approach is very much a partnership approach, slightly different in terms of some things we would naturally deploy to. Partners are requested to assess this risk in a slightly different way rather than passporting this to the police service.
- Aware of national developments and looking at how other forces are approaching it, and sharing what we're doing with the other forces in our region.

There has been an increase on the daily arrest rate together with higher charges and additional outcomes. What are the implications for this as far as the wider Criminal Justice System are concerned? How is West Midlands working with partners in order to manage the additional demand on the Criminal Justice System?

- The Chief Constable briefed all partners before changes were made.

Has the design and build of the new local Birmingham policing area had regard to the necessity for meeting demand resources within a new uniformed Birmingham policing area and how is that to be measured?

- Benefits are seen under single commander leadership in driving priorities.

- A lot of thought has gone into resourcing in Birmingham – number of leaders, capabilities of leaders and resources in order to flex and respond to demands and complexity.
- The Force has central functions which are also there to support the policing of Birmingham.
- So far, no resources have been moved from other local policing areas to support Birmingham.

The Commissioner stated that despite the dedication and hard work of police officers and staff, West Midlands Police has not been compliant with its own Citizen Charter in relation to Force Contact which has been undermining public trust and confidence in West Midlands Police.

The Commissioner made it clear in previous meetings that he would be subjecting continuing failure to comply with Citizen Charter standards to ongoing oversight and scrutiny with a view to ensuring there was an improvement in the service that the public receive.

There has been a significant improvement in calls for service in connection with 999 performance. In April 2022, the service level agreement was only being met in 57% of calls, however from the period of 1st February 2023-10th April 2023 the service level agreement was being met on average of 87% of calls.

In April 2022 the average time to answer was 29 seconds. Average time to answer from the period of 1st February 2023-10th April 2023 was 11 seconds. There have also been improvements in 101 performance, however, further work is required and the Commissioner will continue oversight and scrutiny to ensure continuous improvement in the service that the public receive.

Partnership Presentation

050/
23

Improving Community Safety

Nicholas Jeffreys, Philip Rutherford and Dave Webb presented and the following points were discussed:

As a whole Youth Offending Service, what are your thoughts about mainstreaming activities? These are a response to the over representation which is significant across all seven local authorities. Is some of the funding that's given by statutory partners also being used to address this?

- In Coventry, there is a challenge in mainstreaming services as in mainstream the offer is different. There is a need for these offers to change so quickly and there is a challenge if these offers are delivered within the mainstream offer as they lose ability to be dynamic.
- The way that each Youth Justice System is funded is different in each area depending on priorities and partnerships.
- Birmingham have used the funding to pilot innovative ideas and through this look to mainstream.

Across your services, what does representation look like across your areas?

- Overrepresentation and under-representation within every space in all the different systems. Important to try and influence the other partners to make a bigger difference.
- Diversity of staff in Birmingham is a close representation of the children. Current issue is more female staff than male staff where boys are predominantly in the service.
- Walsall service is representative of the local community, however at more senior staffing levels it is not as representative.

Funding the PCC is provided on an annual basis, is this across the board? How do you put it on a firmer footing to ensure this is part of the offer as opposed to having to wait whether funding will be available?

- Local Partnership Management Board focus on whether funding can continue. When grants aren't confirmed this can have an impact.
- Where there's opportunity to look at multi-year funding, this provides Youth Offending Services to work towards longer term sustainability.
- Youth Justice Partnership would be keen to bring the PCC's office into local partnership boards where possible.

How is the funding used in the individual-inside-out work from the therapy and counselling perspective?

- Walsall don't specifically use funding for health or therapy from the PCC.
- In Birmingham, there's an opportunity for children on a statutory order to get the support that they may not otherwise access and this is why it's crucial to have speech and language therapy in order to get a greater understanding of barriers that can't be picked up through school.
- Often the children worked with won't voluntarily access these services, often they are not registered with a doctor/services. Often, we see an overrepresentation in adult life because of those very issues as they don't want to engage with statutory services. Need to find different and creative ways to support.

What about sexual identity and what work is being done around this issue especially for young females?

- Coventry are part of a girl's delivery group that's led to a statement around a response to girls within the youth justice system. This was formed through an exercise working directly with girls across the West Midlands with First Class Legacy to engage in their experiences of the youth justice system.

How do lived experience victims fit into your services and strategies and how important it is?

- Coventry use funding for lived experienced mentors and a mentor that works with boys in the custodial setting.
- Birmingham are using credible mentors and industry experts who will engage with all children, this can be just as important as lived experience.

The Commissioner thanked Phil, Nick and Dave for attending the meeting.

Regular Items

051/
23

End of Year Performance Report

Scott Green presented the report and the following comments were made:

How effective are the targeted guardian patrols at reducing serious youth violence?

- The data shows the actual volume of offences that are classified as serious youth violence are falling in areas where there are targeted patrols. If the harm of offence types is measured, this is also falling.
- The data is still ongoing as the operation and funding is still ongoing.

In terms of the night-time economy, what, if any, relationships do you have with the promoters, especially in the black community?

- Presence in night-time economy is achieved by officers patrolling, parking vans up and walking around and being present.
- Licensing footprint is good, we have opportunities to do more work within the new local model for chief superintendents and their teams to improve relationships with promoters.
- Scott Green is the National Police Chief's Council lead for alcohol and licensing and chairs a number of national forums involving those that represent both the nightclub industry and promoters and license premises.

Are WMP planning to roll out the vehicle crime scheme in other hotspot areas of the Force?

- The impact of vehicle crime was a significant theme at the recent WMP performance day that took place on Friday.
- Preventative message is at the forefront of neighbourhood policing, underpinning this in hotspot areas with covert activities.

Can you explain what the completion of the homicide problem profile entails, what the benefits of doing so are and an update in connection with the HMICFRS thematic inspection?

- The thematic inspection was a national inspection conducted by HMICFRS which only targeted a handful of forces.
- When the report is finished and published it will highlight good practice and any areas of feedback we receive will be given privately and won't be published nationally
- We should have a problem profile which is an analysis of both our data and the underlying fact around each offence which allows us to understand the drivers of homicide in the West Midlands.
- **WMP is in the process of producing a homicide reduction plan to ensure a quick time review of a homicide and reduce the totality of homicides. This can be shared with SPCB members once available.**

Can you give us some examples of how the interdepartmental and partnership work is taking place across different portfolio areas to ensure WMP are as effective and efficient as possible in preventing and tackling violent crime?

- Whilst serious youth violence is a really important measure, if we can influence areas such as the night-time economy and county lines, we impact on the totality of serious youth violence.
- The work within county lines is helping to reduce serious youth violence because we are removing young people who are at risk of being exploited and at risk of serious youth violence.

As a consequence of the exercise completed relating to serious youth violence hotspots, has there been any learning in terms of being able to identify the 57 hotspots throughout the West Midlands?

- There have been some minor amendments but the best locations should be able to be identified through policing.
- As part of the model changes, there has been more resource put into Guardian. Moving forward there will be three teams as opposed to two.

Have there been any benefits identified since the realignment of the County Lines Taskforce within the West Midlands Regional Organised Crime Unit or has this remained the same?

- This is about the same and will be covered in the operational update.

How can Operation Skyclash, Ferrari and Romano impact on our ability to deal with the threat of organised crime groups and drug related activity?

- WMP will always be a net exporter of county lines and this is the same for all metropolitan forces. Important to recognise that we can also be an exporter of county lines internally.

The SMS survey process has been embedded into Force Contact and Force Response. Could you explain whether WMP have plans to further roll out efforts to better measure and improve the satisfaction from members of the public?

- Other forces measure satisfaction in a much broader way where victims consent to be contacted with a survey to measure satisfaction. WMP did this in the past, however to put this service back in is expensive and needs to be considered in the context of competing budgetary demands

Can any reflection be provided on the extent to which the recently published National Fraud Strategy is going to enhance working with partners in the West Midlands to prevent, tackle and reduce fraud and the extent to which it's going to promote collaborative working and improve the response to fraud in the West Midlands?

- Awaiting see the detail of how this is coming out operationally.
- The current approach is fairly comprehensive at a regional and force level with regards to investigating fraud.
- Recently mainstreamed a team of individuals who target some of the higher end of organised criminality into WMP.
- Hoping some reform around the national approach to Action Fraud and the national fraud investigative expansion comes to fruition.

The Commissioner has been campaigning and working in partnership to raise awareness of money muling by way of social media campaign to alert young people and parents as to the risks with the aim of preventing young people from becoming victims of criminal exploitation.

**052/
23**

Chief Constable Update:

- Police officer recruitment has opened for both degree and non-degree holders, this is called IPLDP.
- Expanded a number of police staff roles, there are custody detention officer posts and call taker posts which are being advertised.
- Two custody suites have come online quite successfully and this morning one of these custody suites has been filled as a result of a big operation.
- Continued to proactively recover illegally held firearms. There was a firearms discharge a few weeks ago which has been investigated in Wolverhampton whereby individuals have been located in different parts of the country and have been charged and will be placed before the court in the coming weeks.
- Last night, WMP sent some resources to Cardiff to support the disorder.
- Held a visit with the Commissioner for the Minister last week with regards to what we are doing on the subject of safeguarding, domestic violence, stalking and harassment. Managed to get a good conversation going with the Home Office with regards to funding.
- The Off-road bike team should have a good impact on anti-social behaviour and improve the service we offer with partners.
- Expanding the road crime capability – for a long time, traffic resources have been reduced across policing. As a result of changes to the operational model the Force intends to implement a Road Crime team to pick up on local issues around drug taking, trafficking and repeated anti-social use of vehicles.

	<ul style="list-style-type: none"> • West Midlands have been the first force in the country to operate with Serious Violence Reduction Orders. • The Chief has been out this morning since around 4am with the County Lines Team and as a result: conducted 16 warrants (240 police officers, 15 addresses in the West Midlands and 1 in Essex). • At least 12 people are in custody so far, using one of the new suites. • Closed down 4 dealer lines which are estimated to be making around £100,000 a week. Intend to bring those individuals before the court to seize their assets so this can be reinvested into the reduction of further crime and harm.
<p>053/23</p>	<p>SPCB Workplan:</p> <p>c. 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>d. SPCB actions and future lines of inquiry</p>
<p>054/23</p>	<p>Date of the next meeting: 23rd May 2023.</p> <p>The date of the next meeting will be Tuesday 27th June 2023.</p>