

STRATEGIC POLICING AND CRIME BOARD

Tuesday 26 September 2023 1000 – 1300 hrs

Attendees:

Arron Cullen	:	Performance Analyst
Bhupinder Gakhal	:	Board Member
Charmaine Burton	:	Board Member
Craig Guildford	:	Chief Constable
DI Rhoden	:	Director of Nursing, Birmingham and Solihull ICB
Dr Cath Hannon	:	Board Member
Hannah Pawley	:	Community Safety Manager, City of Wolverhampton Council
Ian Parnell	:	Head of Force Contact
Jonathan Jardine	:	Chief Executive
Kim Madill	:	Chief Superintendent
Lynn Joyce	:	Head of Internal Audit
Pete Gillett	:	Director of Commercial Services
Sara Roach	:	Director, Violence Reduction Partnership
Simon Down	:	Head of Policy
Simon Foster	:	Police and Crime Commissioner
Thomas Joyce	:	Chief Superintendent - Strategy Delivery and Assurance
Tom McNeil	:	Assistant Police and Crime Commissioner
Tony Eustace	:	Violence Reduction Partnership Police Lead

Plus 2 observers and 1 webcaster.

Apologies:

Andy Hill		Assistant Chief Constable
Scott Green	• •	Deputy Chief Constable

- 1. The meeting was recorded on Teams, and a recording of the entire discussion can be viewed here:
- 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.

079/ 23	Apologies and PCC Update
	The Commissioner provided a general update.

- The Commissioner paid tribute to Sergeant Paul Frear, who committed his life to serving people of the West Midlands through 21 years of service. The Commissioner's thoughts are with his family and friends.
- On 16th August 2023, HMICFRS published an inspection report on the Force's custody facilities. The Commissioner takes the contents of the report extremely seriously and has noted the 4 causes for concern and 16 areas for improvement raised. It is essential that WMP has custody facilities that are safe and secure. The Commissioner will be holding WMP to account to ensure action is taken.
- The House of Lords voted 133 to 125 to retain a democratically elected and directly accountable Police and Crime Commissioner. The Commissioner believes in the need for a democratic mandate in this role, directly accountable to the people. The Government and Mayor are attempting to achieve, through the back door, what cannot be achieved through the ballet box. The Commissioner will continue to oppose any steps on the part of the government and Mayor to abolish the people's right to vote for a democratically elected Police and Crime Commissioner.
- In 2019, a document titled Saving Lives and Supporting Drug Treatment, making the West Midlands the leading region for naloxone provision, was published. It received widespread support from public sector bodies, including WMP. WMP have been playing a leading national role in the carriage of naloxone, with 260 officers voluntarily carrying naloxone. On 27th July, the Chief Constable took the decision to instruct officers that they are no longer authorised to carry the oxygen. The Commissioner does not agree with this decision. Naloxone can be crucial in providing lifesaving treatment and a national naloxone programme needs to be established to ensure all police forces are able to provide this treatment, including WMP. It is important to acknowledge that the carriage of naloxone is not only a matter for front line police officers, there must be a collaborative approach amongst all partners.
- The Commissioner welcomes the introduction of a new Victims Strategy by WMP, intending
 to improve the service it provides to victims of crime and to ensure compliance with the
 victim's code. It is absolutely essential that we comply with the victims' code at all times.
- The Commissioner has launched a survey as part of the Fairness and Belonging Strategy, asking people to share their experiences of police interaction. We need a police service that is effective at preventing, tackling and reducing crime and aims for advance fairness, diversity, equality and builds trust and confidence between all communities within the West Midlands. The Commissioner wants to hear from people about their experiences of policing so that we can take the action necessary to deliver change. The survey can be accessed by the OPCC website, and the closing date is the 29th September 2023.

080/ Notes of the Last Meeting

The notes of the Board meeting held on 25 July 2023 were accepted as an accurate record of the meeting.

081/ Questions from Members of the Public

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There were no questions received from members of the public

082/ Questions from Members of the Board

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1) In light of recent dog attacks on people including in the West Midlands, does West Midlands Police think the right regulatory framework is in place to prevent more dangerous incidents? For

instance, is the regulation of owners of potentially dangerous breeds sufficient, or is there a view on whether certain dog types that are not currently unlawful, should be banned? (asked by Tom McNeil)

- National reports and local incidents have occurred, particularly over the past month. The Chief Constable supports the movement towards rapid evidence being collected by Government.
- WMP have a national lead who works with the Home Office on these matters and from a West Midlands perspective, the force is ready to assist.
- Operationally, WMP have a team of experts who work across the force area. There is a good level of cooperation with partner agencies. The Force has secure kennels.
- Ownership, types of breed and responsibility are all factors relating to such incidents.

Tom McNeil responded that additional rules governing the regulation of owners increases the need for further resources. Are people sensibly advocating that owning a certain type of breed may require a licence, or are there any particular ideas concerning regulation of owners?

- The breed of dog is currently the main area of discussion. However, this also has complications, as an expert is needed to determine the breed before the court would take that into consideration.
- 2) When car theft started getting out of control in the West Midlands we called for a specialist task force to get a grip, and West Midlands Police delivered that leading to hundreds of arrests. Car theft is still extremely high - can the Chief Constable provide an update on how West Midlands Police are clamping down?

(asked by Tom McNeil)

- WMP continues to work on Operation Seclusion.
- Since April 2023, the number of car thefts has seen a dramatic decrease and in July 2023, the West Midlands saw their highest arrest rate for car theft in the last three years.
- Last weekend, WMP managed to charge an individual with a conspiracy to steal from 55 vehicles.
- WMP are adopting a local approach to policing, as this allows them to better understand who the local offenders are and can collaborate with Response and Neighbourhood Investigations Teams.

Tom McNeil congratulated WMP for their response. Previously, when analysing the problem, we were told that the chop shop element may be linked to organised crime with the exploitation of young children. Is this still an accurate way of describing the issue?

- Yes, as there is an element of both organised crime and opportunists, particularly with motorbikes and specific models of vehicles.
- WMP and the PCC have undertaken joint marketing around steering locks.
- Focus is being placed on organised criminality.
- 3) It is recently reported that data breaches by Police Service of Northern Ireland and suspected breach by the Metropolitan Police revealed the personal details of thousands of police officers and staff, potentially putting their safety in jeopardy. What assurance can West Midlands Police give us that the same will not happen here? (asked by Tom McNeil)
 - The Chief Constable requested an immediate review following the incident in Northern Ireland.

- Learning is required in relation to the WMP's approach to spreadsheets, particularly in disclosing data following Freedom of Information or Subject Access Requests. There is often hidden data behind a spreadsheet.
- This learning has been implemented and WMP are now in a healthy position, endorsed by the Audit Team.
- In relation to warrant cards, no data is shared with third parties.

Tom McNeil questioned if the Force has a legitimate independent perspective on the issue.

- Joint Audit offer this opinion and the Chief Constable trusts their judgement.
- Freedom of Information is included within the OPCC Audit Plan this year, offering assurance regarding independence.
- 4) According to the latest media reports, retail crime is on the increase. This particular crime is affecting businesses so hard that staff are now not feeling safe in their work place. Can the Chief constable please explain the following:
- What are the retail crime figures for west Midlands?
- What is WMP doing to tackle this issue?
- Is there evidence that the cost of living crisis is impacting on retail crime? (asked by Bhupinder Gakhal)
 - Locally and nationally, especially post-Covid, the volume of retail crime has increased significantly. There has also been an increase in crime recording.
 - WMP are encouraging communication with both large and smaller retailers, and are working with local retailers from a business-crime perspective.
 - WMP take shop-lifting seriously, as it effects people trying to earn a living and run a business whether on a small or large scale.

Retail crime is having a massive impact on smaller retailers as this is their form of income. In addition, staff working for larger retailers are scared to go into work due to the level of threat and feeling unsafe. It would be interesting to know the figures for the West Midlands in relation to retail crime.

- 5) Given the level of public concern about the issue, the level of concern in communities in the WM and at a national level, the risk of permanent neurological disability, the concern re: the connection with use whilst in control of a vehicle and associated ASB why is WMP not taking effective action to enforce against unscrupulous retailers who are plainly selling Nitrous Oxide unlawfully? (asked by Simon Foster)
 - WMP don't want, on a recreational drug basis, to unnecessarily criminalise young people
 who are taking this. The Chief wishes to see education and diversion as the first option,
 before moving to a prosecution-based approach. This is an opportunity for WMP to work
 with local trading standards.

Partnership Presentation

083/ 23 **Violence Reduction**

Sara Roach, Hannah Pawley and Di Rhoden delivered the presentation and the following points were discussed:

Would you be able to explain how the relationship between services and education is managed? Is there a way to partner with schools who do not sit under local authorities? There has also been a restructure in terms of resources within West Midlands Police. Has this changed how services are delivered?

- The VRP have a team of training facilitators that work across the 7 local authority areas and provide training in schools. The Primary Prevention Package is delivered, which is a combination of ACEs Trauma Informed practice for professionals and violence prevention.
- Other programs concern exploitation, gangs and behaviour training.
- The VRP have good relationships with a lot of schools across the region. In terms of young people, the VRP are currently undertaking a process to understand where relationships have not been developed and what can be done to remedy this.
- An Education Strategic Group has been established, bringing senior leaders across the education system together to identify priorities for action.
- Navigators are working in local partnerships, who also have a relationship with schools in their area. In Sandwell, 19 secondary schools have written violence reduction plans. This is the practice the VRP wish to extend across other areas of the West Midlands.
- A helpful tool has been the Policing Schools Panel, which headteachers attend.
- As per the restructure, it has been noted that relationships have been developed. The Chief Superintendent is now able to influence Teams much more closely.
- Trauma informed schools are coordinating support for universities and colleges, focusing
 on transitions and the education resource toolkit which considers tools that can be provided
 to improve education, early identification and response to violence.
- Feedback is really positive, especially from directors, children's services and adverse through our Senior Safeguarding Forum.

The report does not mention good links with places of worship. Wolverhampton has the highest population of Punjabi speaking individuals outside of West London, which is ranked as second in the UK. Are you liaising with places of worship where there is a language barrier?

- The Faith Alliance brings together key leaders from all faiths, aiming to develop the Faith Alliance strategy to consider how the role of faith leaders can be maximised and to reduce violence amongst their community.
- A toolkit was produced last year and road shows were undertaken across the West Midlands.
- There are 413 members part of the network. The VRP are developing a Connect directory which is due to be published, containing 70 profile entries of different faith communities and different opportunities to engage.
- The VRP has also commissioned the positive Youth Foundation to develop a youth assembly.

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Are we confident faith leaders are approaching every single place of worship, or are they only targeting certain areas?

- The VRP are encouraging a spread of engagement, with a priority of engagement across all communities.
- The restructure will ensure navigators have a mandate to shift their focus to look into communities to consider what buildings they have; what services are available and what people they have to talk to.
- The VRP are developing the Violence Prevention Strategy.

The Chief Constable thanked partners for their work. The Chief was visiting Chelmsley Wood last week and was brief by PSCO's that cover the Princes Trust. Are the VRP linked with this cause?

- On a regional level, the VRP are not linked with this cause.
- This is area that can be reported back on, especially when it comes to funding opportunities.

Is there any engagement with drug and alcohol partnerships at a local level? With regards to the health and wellbeing boards, to what extent is the serious violence duty on their agenda?

- Substance misuse boards have been a key partner in development. They have provided data through information collected from their needs assessment which then informs the VRP's.
- The VRP plan to brief the substance misuse boards on the recommendations in order for them to implement an action plan.
- A good relationship has been developed with the Health and Wellbeing Boards. Over the
 past 12 months the boards have been engaged with to ensure strategies align and
 governance is not duplicated.

Is this the case across other local authority areas?

- Wolverhampton set a good example on this, but unlikely this is being seen across all areas.
- More to be done to connect safeguarding children/adult boards with the CSP.
- There is a safeguarding strategic meeting every eight weeks, which brings together the seven directors of children's services. Are we on course to ensure the serious violence duty will be implemented by the required date on 31st January 2024?
- The 7 strategic needs assessments are all at different stages of sign off. The regional strategy will be presented for sign off in November.

Do we need to do more to communicate the serious violence duty?

- It is important that people know that the serious violence duty is not just for police; it's about creating conditions for young people to understand the consequences of violence.
- This is a long-term approach working with local authorities.

Are there processes in place to evaluate the impact of the Serious Violence Duty?

- The strategic board has a role to play in challenging how authorities are working together at a local level.
- Evaluation framework will be in place. Home Office metrics have been measured up until
 now. The VRP intend to measure themselves against a broader basket, in order to hold
 themselves to account and have a broader impact.

Police and Crime Plan

084/ 23 **Preventing and Reducing Crime: Reducing Serious Youth Violence**

C/Supt Kim Madill (supported by A/CI Tony Eustace and Sara Roach) presented this paper and the following points were discussed:

Regarding children affected by parent's incarceration how do we know there is a successful resource for families? How do we know that the trauma informed approach is successful and is being embedded?

- Operation Paramount launched in September 2022, loosely following an existing model at Thames Valley. Took 6 months to fully establish this.
- WMP commission a charity called Children Heard and Seen.
- 350-400 people were identified in the north of Birmingham pilot area, working with 45 families. A number of measures are being assessed with regards to these families, working with children between 5-18 that predominantly have a father figure in prison.
- Monitoring education, attendance, offending rates.
- Working with Wolverhampton University in terms of sharing data to create an evaluation.
 There are a number of enquiries from a multitude of Forces who want to replicate WMP's approach.
- Mixed response from families pushback is sometimes received. WMP contact people and
 discuss how they have been identified, what the offer is and lay out the practitioner. This is
 carried out by a plain clothed police officer from the early help hub.
- There is a correlation between familial incarceration and intergenerational offending, particularly with boys. This is reinforced by research and academic literature. Any violence plan held locally should incorporate this.
- CS Madill chairs the Trauma Informed Governance Board. There have been a number of
 evaluations conducted, focusing on young people coming into custody. This evaluation was
 completed by Wolverhampton University, with a number of ongoing actions arising from
 this.
- All departmental leads are considering what measurements can be used on the impact success.
- Training is key to embedding this. Force Contact will be focused on moving forward.

How are you ensuring the trauma informed approach is embedded in public protection units? How will you ensure there is enough staff there to deliver the service, trauma informed or not?

- Operation Soteria is in place.
- Looking to deliver a biometrics project, ensuring staff's wellbeing is good.
- Biometrics involves officers wearing technology to monitor wellbeing. An enhanced wellbeing offer will also be in place for officers in this environment.
- From January to March 2023, PPU and FCID received training sessions which encouraged a trauma-aware approach.

Can you deliver on this despite the lack of funding from government? Can you share with the Board what feedback is being received from communities?

- It is deliverable due to the whole system and partnership approach.
- This remains a priority in terms of tactical, strategic and local processes.
- Some feedback receive by the VRP includes: want to see more police on the street, people carry a knife for safety, communities see substance misuse as one of the key drivers.
- Community engagement will further develop conversation with local areas.

The provision for early interventions can vary greatly across the Force. Is there any sense of urgency in remedying this? Can there be more urgency?

- WMP are open to and engaging in, eliminating inconsistency.
- The most urgent factors are changing the policing model and improving performance in a number of areas.
- WMP need to do more in terms on this.

What work is being done in care homes and pupil referral units to address them being identified as drivers of violence and to safeguard young people within the care homes and those attending Pupil Referral Units?

- Each Local Policing Area is responsible for delivery against this.
- Schools' intervention and prevention officers are aligned to particular Pupil Referral Units.
- Principles are being embedded around care setting's responsibilities where children go missing. Questions how partners can act as a parent opposed to an agency.

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There have been concerns around the use of unregulated settings for vulnerable young people. Regs have changed, now all settings will need to be registered with Ofsted.

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Is there any information available as to how effective the multi-agency response over the summer of 2023 at preventing and reducing youth violence was?

- Anecdotally well received.
- No specifics on each area, however WMP are seeing a reduction in the volume of youth violence.
- The predicted spike was not experienced.
- There are multiple sets of provision through multiple funding streams.
- Create an app to understand what is located where or young people can look at where the services are, they wish to access.

What reassurance can be provided around the future sustainability of the step together programme in the West Midlands?

- Education leads are leading conversations in the seven local authority areas with different agencies to ensure they understand what the step together routes are and what they cost.
- Walsall have agreed to fund two of their routes.
- It is unknown which routes will be retained moving forwards. However, if routes are not retained, it would not be through lack of encouragement and discussion.
- The step together programme is an expensive service, costing half a million pounds per term.

HMO's provide additional services for vulnerable people and help transition people form the care environment into communities. Is there any plan to manage HMOs?

- Neighbourhood officers are aware of local HMOs.
- Resources are typically targeted on the streets.
- Crime prevention team examines new HMO applications and advocates any relevant opposition to the planning application is made. This has been the case recently in Dudley.

The Commissioner stated there is no one single cause or single response in tackling serious violence. The Commissioner's VRP and partners are working to prevent, tackle and reduce serious violence, and that includes operational policing activity through targeted Guardian patrols in 57 hotspot areas. We're delivering education in schools, the community initiative to reduce violence, a multi-agency response to mitigate summer violence, harnessing the positive influences about faith communities, supporting children impacted by parental imprisonment and custody in reach program, targeted resettlement programs, the implementation for serious violence, duty development of the Youth Assembly and much more. In the West Midlands, we are united in our commitment to constant and unremitting action to prevent, tackle and reduce serious youth violence, protect people and save lives.

085/ 23

Increased Confidence in WMP – Access to police services

C/Supt Ian Parnell presented this paper and the following points were discussed:

Would you be willing to establish a vetted bank of volunteers who could help in providing feedback to people, if the challenge is mainly one of capacity?

• WMP are happy to discuss this outside of the meeting and establish how this would work within a Force Contact environment.

There has been a tremendous amount of change in Contact performance times. What has driven this change, and how long can this continue? There has been a change to how theft from the person is managed. Why does this course of action need to be taken?

- Stripped back to basics, understanding the business, capabilities. Resourcing gaps and peaks in demand have been better understood.
- Part one has been a significant uplift in resource through the change programme. An extra 66 call handlers are now available to take calls.
- Measures have been introduced such as a bank scheme.
- Over the past 6 months, resilience has been built up, with a number of colleagues now able to be called upon in times of need.
- Supervisors being encouraged to be present, agent's activity monitored and the support of IT contributed to improvements in service.
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- The Force internet site has been changed, people who want to report a mobile phone loss or theft are directed to the right point. An officer will review every case where a theft has been reported.

How will we differentiate between someone losing, or there being an actual theft?

- There are trigger factors that indicate it's a false report. Examples include timeliness and lack of independent evidence. Investigators are trained to detect the difference.
- Details of changes are all on the WMP website.

Thinking about tech trends and how they will affect the service, there is a greater expectation of the use of video calls. It is now straight forward for people to take footage of incidents, either live or retrospectively share them. How do we think the trends will affect the contact service?

- Adaptations are being made in relation to this change of reporting.
- Whilst WMP expect to see an increase in online reporting, the vast majority of reports will still come through 101.
- A DA desk is able to provide video calling to victims to improve the quality of service. What
 we have seen from the pilot is that there is a far lower attrition rate through CJS, and a
 better rate when engaged with at an earlier stage.
- Investigation Teams already have established ways of uploading footage or CCTV, meaning evidence is available at the earliest possible stage.

Access to police services is a necessary part of building trust and confidence. Far too long and far too often, WMP were not complying with the service level agreements or its own Citizen's Charter in relation to the service provided by Force Contact. However, as a consequence of the Force Contact optimisation project, investment and innovation, hard work, and oversight of PCC, there has been a substantial improvement. However, the Commissioner will continue to hold WMP to account to ensure it drives continuous improvement to ensure compliance with service level agreements.

Regular Items

086/ 23

Performance Update

C/Supt Joyce presented this paper and the following points were discussed:

What would WMP attribute the reduction in lethal firearms discharges too?

- Significant proportion of those discharges would be linked to gang tensions in places such as Birmingham.
- There have been a number of neighbourhoods led and covert operations to tackle gang disputes.
- Seeking every lawful opportunity to remove firearms off the streets.

ASB has reduced over the past 12 months, however the number of Public Order Offences have increased. Is there a government recommendation that we are to crime ASB as public orders?

- This isn't a new recommendation.
- There is a fine line between behaviour that is anti-social and that which is criminal.
- It is a CDI, national recommendation.

Response volunteers have been recruited to assist in tackling cybercrime, can we be provided with more information on how this is working? In relation to money-mules, how do we know this is a problem and how do we know what WMP are doing is tackling this?

- Suspicious Activity Reports drive identification at a national level. PSCO's are trained to talk to people about not allowing accounts to be used.
- The emphasis is prevention for vulnerable victims.
- There has been a discussion around an illicit cash team in the West Midlands region. Intel has come from the work completed on county lines.
- In relation to the impact of fraud, we have kept resources at a regional and force level.
- There is an ability for more people to facilitate fraud online.

Action: The Chief Constable to provide information regarding the response volunteers to assist in tackling cybercrime.

Drug offending has increased over the past 12 months in comparison to the national baseline. Why do we think this is the case?

• A county lines taskforce will identify more acute drug offenses, whereas a local policing model pursuing intelligence increases the likeliness of targeting the drug dealers or users.

During previous board meetings, we have had visitors discussing multi-agency responses to the young people vulnerable to exploitation. Concerns were raised the resource may not be used for each cohort of young people in terms of exploitability.

 The resource is not enough to reach mainstream policing, and is targeting those at most risk of threat. There was a discussion in relation to the data provided in the repot by WMP. There are 4 metrics that we do not have the data for, and SPCB members will therefore consider further questions and submit these to the Commissioner if required, to be raised either with the Chief Constable or at a future meeting.

087/ Period 5

Period 5 Finance Report

Lynn Joyce and Pete Gillet presented this paper and the following points were discussed:

WMP is currently forecasting cuts of £16.7 million. Additional income has been achieved through the Operation Safeguard forecast and there is reference to the highest interest returns on short term treasury management returns. WMP have also benefited as a consequence of the funding for the Pay awards, which is a consequence of the prudent position budgeted for and additional linear flexibility of £4 million. The Commissioner understands the need for careful budgeting, however, PSCO numbers have been reduced to 328. Could a proportion of that forecast underspend be invested in PSCO's and rebuilding community policing?

- The forecast does not cover the amount required to bridge the gap.
- WMP estimate there is a £30 million reduction they need to achieve.

Why is it that the Home Office baseline of 7909 is so important? WMP have recruited an additional 100 officers at the end of March, what additional funding was provided to enable that 100 officer recruitment and are there any realistic prospects of recruiting yet more police officers this year?

- Nationally, this was the figure provided from the Home Office.
- Forces such as the Metropolitan Police could not meet this target for recruitment and therefore money was still available.
- WMP are still 800 police officers down in comparison to 2010. Consequently, WMP managed to offer another 100 officers, and have written to the Home Office to advise that if other forces cannot meet the target, WMP are in a position to do more.

There has been an investment of £3.78 million for additional laptops that have been rolled out across the force. What's the reason for that investment in laptops and what benefits and outcomes are expected as a consequence?

- The laptops are being rolled out in Birmingham at present.
- Most people employed need to be mobile, to increase efficiency and access to systems.
- The systems help officers to prevent and detect crime.
- WMP have updated the fees and charges document to reflect the 7% pay award increase for police officers and staff.

The brutal, harsh reality is that the government's police funding settlement to WMP 2023-24 does not maintain the baseline funding that WMP needs to operate on a day to day basis to deliver an effective and efficient police service, and the government continues to support a police funding formula that costs WMP £40 million a year, the equivalent of 800 police officers. It continues to require the people of the West Midlands to pay more local council tax for less local policing. We receive the fifth worst percentage 2023-24 financial settlement in the country faced, £28 million of cuts in 2023-24 and will be facing at least £28 million of cuts in 2024-25. There's no levelling up when it comes to our police service in the West Midlands. Despite the commitment and dedication of officers and staff, the government's failure to provide WMP with fair funding will continue to have a serious adverse impact on the ability to prevent, tackle and reduce crime agenda.

088/ Chief Constable Update 23 It was an extremely sad day for the force last week after the passing of Sergeant Paul Frear. The Chief attended the National Police Memorial event in Cardiff with families of officers who have sadly been killed on duty over the years. There have been positive changes in Force Contact. The 999 performance is one to be proud of. WMP are in a strong position that needs to be maintained moving forwards, and vacancies have been created to increase the number of call handlers. WMP have signed off some further apprenticeships, particularly around IT, in the hopes of recruiting young and graduate apprentices. Recruitment is open for officers and PSCO's. There is a great investment at the moment at Tally Ho, helping us increase the number of officers and staff that are trained through that facility. WMP have opened a further two custody suites. Having changed the policing model, WMP have now virtually doubled our arrest rate. The new Assistant Chief Constables have been confirmed in post, two of which were internal candidates and two external candidates. 089/ **SPCB Workplan:** 23 a. SPCB workplan for noting b. SPCB Actions and Further Lines of Inquiry There are four outstanding actions. 090/ Date of the next meeting: 23 The date of the next meeting will be 24th October 2023.