

West Midlands Police and Crime Panel – Extraordinary Meeting

Monday 18 December 2023 at 10:00 hours

Solihull Council Chamber, Civic Suite, Homer Rd, Solihull B91 9SE

****Please note start time and change of venue****

This meeting will be livestreamed on the Solihull Metropolitan Borough Council meeting portal

<https://solihull.public-i.tv/core/portal/home>

More information about the Panel, including meeting papers and reports, can be found on the Panel website

www.westmidlandspcp.org.uk

Contact Officer: Sarah Fradgley email: wmpcp@birmingham.gov.uk Tel: 0121 303 1727

AGENDA

Supporting Document	Item Topic	Approximate time
	1 NOTICE OF RECORDING This meeting will be webcast for live or subsequent broadcast and members of the press/public may record the meeting. The whole of the meeting will be filmed except where there are confidential or exempt items.	10:00
	2 APOLOGIES	
	3 DECLARATIONS OF INTEREST (IF ANY) Members are reminded they must declare all relevant pecuniary and other registerable interests arising from any business to be discussed at this meeting. If a disclosable pecuniary interest is declared, the Member must not participate in any discussion or vote on the matter and must not remain in the room unless they have been granted a dispensation. If other registerable interests are declared, the Member may speak on the matter only if members of the public are allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless they have been granted a dispensation. If it is a 'sensitive interest', Members do not have to disclose the nature of the interest, just that they have an interest. Information on declaring interests at meetings is available on the Local Government Association's Model Councillor Code of Conduct .	

Supporting Document	Item	Topic	Approximate time
To Follow	4	WEST MIDLANDS POLICE - ENGAGE STATUS To consider His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) decision to place West Midlands Police into 'Engage' status.	10:05
	5	URGENT BUSINESS To consider any items of business by reason of special circumstances (to be specified) that in the opinion of the Chair are matters of urgency.	



Report to the West Midlands Police and Crime Panel

West Midlands Police – HMICFRS Decision: Engage Status

Date: 18 December 2023

1 Reason for Lateness and Urgency

- 1.1 This report has been published less than five clear days before the meeting and the Chair is asked to accept it as a late item.
- 1.2 The report relates to an item listed on the agenda however was not available at the time of the agenda despatch for the extraordinary meeting. It is important that the Panel has the information at this stage so that it can be fully considered and inform the discussion at this meeting.

2 Purpose

- 2.1 This extraordinary meeting of the West Midlands Police and Crime Panel was called by the requisite number of Panel members to discuss with the Police and Crime Commissioner the recent decision of His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) to place West Midlands Police into 'Engage' status of enhanced monitoring.
- 2.2 The Panel is asked to consider how it might use the information set out in the HMICFRS decision, and full HMICFRS PEEL 2022/23 Inspection report (to be published), to fulfil its role in scrutinising and supporting the Police and Crime Commissioner.
- 2.3 This report provides the meeting with all publicly available information in relation to the HMICFRS decision and correspondence between the Police and Crime Commissioner, Chief Constable and HMICFRS on the matter.
- 2.4 A presentation by the Police and Crime Commissioner as at Appendix E.

3 Recommendations

- 3.1 **That the Police and Crime Panel note this report.**
- 3.2 **The Police and Crime Panel add to its work programme a further session to examine with the Police and Crime Commissioner the full 2022/23 HMICFRS PEEL inspection report when published.**

4 Background

- 4.1 On 24 November 2023, HMICFRS published a news article [‘West Midlands Police moved into enhanced monitoring’](#) to notify the public that it had placed West Midlands Police into Engage Status of enhanced monitoring (Appendix A)
- 4.2 HMICFRS said West Midlands Police had been moved into Engage because it was not:
1. carrying out effective investigations which lead to satisfactory results for victims;
 2. making sure multi-agency risk assessment conferences (MARACs) – meetings where statutory and voluntary agency representatives share information about people at high risk of domestic abuse – work effectively to keep vulnerable people safe;
 3. effectively managing the risk posed to the public by registered sex offenders; and
 4. managing the risk posed by online child abuse offenders effectively.
- 4.3 On 24 November 2023, the Police and Crime Commissioner and Chief Constable published their responses to the HMICFRS notice. On 28 November 2023, the Police and Crime Commissioner issued a statement that he given the Chief Constable until 31 March 2024 to have West Midlands Police removed from ‘engage status’. These documents are at Appendix B.
- 4.4 Further correspondence between the Police and Crime Commissioner and HMICFRS relating the decision process were then published on their websites. These documents are at Appendix C.
- 4.5 On 27 November 2023, four Panel members requested, in line with the Panel Rules of Procedures, an extraordinary meeting of the West Midlands Police and Crime Panel be held to examine this issue with the Police and Crime Commissioner.
- 4.6 General information on the [HMICFRS approach to enhanced monitoring](#) including ‘Engaged Status’ is available its website. A copy is at Appendix D.
- 4.7 The full 2022/23 HMICFRS PEEL inspection report is expected to be published in January 2024. It is suggested the Panel add a further session to its work programme once published.
- 4.8 A copy of the [HMICFRS PEEL 2021/22 Inspection of West Midlands Police report](#) is available on its website.

5 Examining the HMICFRS decision with the Police and Crime Commissioner

- 5.1 The Panel’s scrutiny of the Police and Crime Commissioner in relation to the HMICFRS should be undertaken in the context of the Policing Protocol Order, and guidance issued by the LGA on Police and Crime Panels

- 5.2 The [Policing Protocol Order 2023](#) sets out the relationships between the Police and Crime Commissioner, the Panel and the Chief Constable. It states:

The public accountability for the delivery and performance of the police service is placed into the hands of the PCC on behalf of their electorate. The PCC draws on their mandate to set and shape the strategic objectives of their force area in consultation with the Chief Constable. They are accountable to the electorate; the Chief Constable is accountable to their PCC. The Panel within each force area is empowered to maintain a regular check and balance on the performance of the PCC in that context....

The Panel does not scrutinise the Chief Constable – it scrutinises the PCC’s exercise of their statutory functions. While the Panel is there to challenge the PCC, it must also exercise its functions with a view to supporting the effective exercise of the PCC’s functions.

- 5.3 The LGA Guidance for Police and Crime Panels recognises the importance of panel’s liaising with a wide range of stakeholders across policing and crime to inform its work. These stakeholders, including the HMICFRS must not be the subject of scrutiny by the Panel. They are a source of evidence to inform the Panel’s understanding and assist its scrutiny of the Police and Crime Commissioner regarding the discharge of their functions.

6 Next steps

- 6.1 The full 2023 HMICFRS PEEL inspection report of West Midlands Police is expected to be published in January 2024.
- 6.2 It is suggested the Panel add a further session to its work programme once published.

7 Finance Implications

- 7.1 There are no financial implications arising from the recommendations in this report. The provision of the Police and Crime Panel, including the administration of panel meetings, is funded through a Home Office Grant Agreement.

8 Legal Implications

- 8.1 The powers and responsibilities of panels are set out in Police Reform and Social Responsibility Act 2011 which give panels the authority to scrutinise all decisions or actions in connection with the discharge of the Commissioner’s functions.

9 Equalities Implications

- 9.1 The Panel has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

1. eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
 2. advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 3. foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 9.2 The protected characteristics and groups outlined in the Equality Act are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief; sex, and sexual orientation.
- 9.3 The Panel will ensure it addresses these duties by considering them during work programme development, the scoping of work, evidence gathering and making recommendations. This should include considering how policy issues impact on different groups within the community, particularly those that share a relevant protected characteristic; whether the impact on particular groups is fair and proportionate; whether there is equality of access to services and fair representation of all groups within the West Midlands; and whether any positive opportunities to advance equality of opportunity and/or good relations between people are being realised.
- 9.4 The Panel should ensure that any recommendations which contribute towards reducing inequality, are based on evidence.

10 List of Appendices

	Title with available hyperlink
Appendix A	24 November 2023 - HMICFRS news article - West Midlands Police moved into enhanced monitoring (Accessed on 11 Dec 2023)
Appendix B	24 November PCC - Statement: HMIC Decision to Engage West Midlands Police (Accessed on 11 Dec 2023) 24 November Letter from Craig Guildford Chief Constable to HMICFRS (Accessed on 11 Dec 2023) 28 November PCC news article - The PCC has given the Chief Constable until 31 March 2024 to have West Midlands Police removed from 'engage status' . (Accessed on 11 Dec 2023)
Appendix C	28 November PCC news article - PCC: My letter to HMIC (Accessed on 11 Dec 2023) 23 November HMICFRS Rresponse from Andy Cooke QPM DL HMICFRS (Accessed on 11 Dec 2023) 6 December PCC news article - PCC Statement (Accessed on 11 Dec 2023)

Appendix D	HMICFRS approach to enhanced monitoring (Accessed 11 Dec 2023)
Appendix E	Police and Crime Commissioner PowerPoint presentation

11 Background Papers

11.1 [Policing Protocol Order 2023](#)

11.2 [HMICFRS PEEL 2021/22 Inspection of West Midlands Police report](#)

11.3 [LGA Guidance for Police and Crime Panels 2019](#)

12 Contact Officers

Kevin O’Keefe, Chief Executive Dudley Metropolitan Borough Council, Lead Panel Officer.

Sarah Fradgley, Overview and Scrutiny Manager, Birmingham City Council

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**Police Forces: search news and publications**

West Midlands (<https://hmicfrs.justiceinspectors.gov.uk/search?force=west-midlands>)

Published on:

24 November 2023

West Midlands Police moved into enhanced monitoring

His Majesty's Chief Inspector of Constabulary has today moved West Midlands Police into an enhanced level of monitoring.

His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) continuously monitors the performance of all police forces in England and Wales.

The monitoring process consists of two stages: Scan and Engage (</about-us/what-we-do/our-approach-to-monitoring-services/>). All police forces are in routine monitoring under the Scan stage by default, but may be escalated to enhanced monitoring under the Engage stage if they are not effectively addressing the inspectorate's concerns.

HMICFRS said West Midlands Police had been moved into Engage because it is not:

- carrying out effective investigations which lead to satisfactory results for victims;
- making sure multi-agency risk assessment conferences (MARACs) – meetings where statutory and voluntary agency representatives share information about people at high risk of domestic abuse – work effectively to keep vulnerable people safe;
- effectively managing the risk posed to the public by registered sex offenders; and
- managing the risk posed by online child abuse offenders effectively.

HMICFRS said that it was assured West Midlands Police is taking steps to address these concerns, but significant and sustained improvements are required and the inspectorate will be closely monitoring the force's progress.

The inspectorate also said more detail about West Midlands Police's performance would be included in its next inspection report, which is due to be published in early 2024.

His Majesty's Inspector of Constabulary Wendy Williams said:

"We move police forces into our enhanced level of monitoring, known as Engage, when a force is not responding to our concerns, or if it is not managing, mitigating or eradicating these concerns.

"The Engage process provides additional scrutiny and support from the inspectorate and other external organisations in the policing sector to help the police force improve and provide a better service for the public.

"West Midlands Police has been asked to urgently produce an improvement plan and will meet regularly with our inspectors. We will work closely with the force to monitor its progress against these important and necessary changes."

Notes

1. For further information, please contact the HMICFRS Press Office on 0300 071 6781 or [✉ HMICPressOffice@hmicfrs.gov.uk](mailto:HMICPressOffice@hmicfrs.gov.uk) (e-mail address) (<mailto:HMICPressOffice@hmicfrs.gov.uk>).
2. Read more information about the [HMICFRS monitoring process \(/about-us/what-we-do/our-approach-to-monitoring-forces/\)](/about-us/what-we-do/our-approach-to-monitoring-forces/).

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PCC Statement

28 November 2023

<https://www.westmidlands-pcc.gov.uk/pcc-statement-hmic-decision-to-engage-west-midlands-police/>

Police and Crime Commissioner Simon Foster has today issued a statement after HMIC decided to move West Midlands Police into an enhanced level of monitoring.

He said: “I have been repeatedly warning the government, that the reckless cuts it has imposed on West Midlands Police over a period of 13 years, has inflicted immense damage on the force. This has all too often left dedicated and hard-working police officers and staff, policing the West Midlands, with one hand tied behind their backs. That has taken its toll on West Midlands Police, its officers and staff and the people of the West Midlands.

“Notwithstanding the so-called police uplift, West Midlands Police, were left with 1,000 fewer officers than it had in 2010; the national funding formula costs West Midlands Police £40 million a year – the equivalent of 800 police officers; this year we received the fifth worst percentage national funding settlement in the country; and this year cuts of £28 million have had to be made and a further £22 million of cuts will have to be made next year.

“That has had serious adverse consequences for police visibility, response times, the conduct of investigations and the ability of West Midlands Police to prevent, tackle and reduce crime and protect the vulnerable. The people of the West Midlands have been paying the price and hard-working officers and staff have been picking up the pieces. The decision by HMIC to move West Midlands Police to engage, is yet further evidence of the damage inflicted on West Midlands Police and the people of the West Midlands by the government.

“I was notified of the decision by HMIC to engage West Midlands Police, during a 15 minutes Teams call on 22 November. I have yet to receive a letter from HMIC, setting out its areas of concern. I was provided with no prior notice of that decision. Despite having an agreement with HMIC, that WMP and I would have an opportunity to make representations prior to finalising of the decision, I am disappointed that HMIC have then resiled from that agreement. The final decision-making process by HMIC has been seriously unsatisfactory. I disagree with the decision of HMIC – a view that is shared by the Chief Constable.

“In any event, this is a matter that I am treating with the utmost seriousness and as a top priority, so as to ensure that the people of the West Midlands receive the service from West Midlands Police, that they are entitled to.

“I have been and will continue to hold WMP to account and will work with HMIC and all relevant partners to take the action necessary, to address the areas of concern, relating to the conduct of volume crime investigations, Multi-Agency Risk Assessment Conferences and sex offender management. That will include ensuring

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that West Midlands Police prepare a plan, in order to resolve the areas of concern as a matter of urgency.

“However, it is important to understand that the decision is based on data, that is already between 8 to 11 months old and that pre-dates the launch of the new Neighbourhood Policing Strategy on 3 April 2023. The decision taken is in many respects, a reflection of ‘what was’ rather than ‘what is’. The inspection is already materially out of date, as a consequence of the action that has and/or is already being taken.

“In particular and despite all these many challenges I, together with West Midlands Police, have been driving significant improvements in a number of key areas, including the following:

- Launching a new Neighbourhood Policing Strategy on 3 April 2023;
- Transforming 999 and 101 performance;
- Improving crime recording accuracy now consistently averaging 90 – 95%;
- Achieving the largest crime reductions by volume of any force in the country;
- Increasing outcome rates for robbery, theft from the person and burglary;
- Slashing outstanding data recovery from devices relating to child sexual exploitation;
- Reducing outstanding on-line child sexual exploitation cases to drive enforcement;
- Preparing and implementing a plan to improve tackling on-line child sexual exploitation;
- Disrupting County Lines that saw the highest performing month on record in October 2023;
- Improving Domestic Abuse arrest rates and Domestic Abuse outcomes;
- Preparing and implementing a plan to improve the effectiveness of criminal investigations;
- Increasing the average monthly arrests rate by a third;
- Reductions in overall recorded crime, including burglary, theft from person, serious youth violence, knife crime and gun crime;
- Reductions in the number of firearms discharges, whilst the recovery of firearms has increased.

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“However, I repeat that I am treating this matter with the utmost seriousness and as a top priority. I am committed to holding West Midlands Police to account and working with the Chief Constable, HMIC and other relevant partners, to address and resolve the areas of concern as a matter of urgency, so as to ensure that the people of the West Midlands receive the service from West Midlands Police, that they are entitled to.”

Chief Constable Craig Guildford has also written a letter to Wendy Williams, from HMIC, which can be read below.



Office of the Chief Constable
West Midlands Police Headquarters
Lloyd House
PO Box 52
Colmore Circus Queensway
Birmingham
B4 6NQ

Date: 23 November 2023

Wendy Williams CBE
His Majesty's Inspector of Constabulary
His Majesty's Inspector of Fire & Rescue Services

Dear Wendy,

Thank you for your letter dated 23rd November 2023 which now sets out the four areas of concern in writing. As I said to you on the telephone yesterday, I am very respectful of HMICFRS despite stating that I completely disagree with the decision-making to 'engage' West Midlands Police now. I have previously shared with you my opinion that this should have happened two years ago at the same time as Greater Manchester Police, based upon my research. I have already provided you with some tangible factual evidence which would inform a much more comprehensive and fairer assessment of the force, with a far greater level of attention to 'what is' and not 'what was'. The impact will be to significantly undermine public and workforce confidence at a time when it has just started to improve.

However, the actions I have taken since my appointment 11 months ago followed by the evidenced augmentation of performance and a new policing model negates the necessity to formally engage the force. My officers and staff are making a real difference which I applaud (even though they are so significantly fewer in number than they were in 2010). I am now able to write specifically in relation to the four areas which you have shared. This is very important as I do not believe you have been comprehensively briefed in relation to ongoing oversight, feedback, immediate rectifications or detailed explanations in a number of these areas which I will address incrementally. I have also reviewed my personal notes of the hot debrief last month before penning this response.

- 1) *The force needs to make sure it carries out effective investigations which lead to satisfactory results for victims. Since our last PEEL inspection, we found that the force hadn't made enough progress in improving its standards of investigations, meaning not enough offenders are being brought to justice.*

As I said to you and your team from the outset, I set out some clear priorities when I joined WMP in December 2022 because I recognised that there needed to be an improvement in the number of offenders brought to justice. It was for this reason that I implemented a rapid overhaul of the operating model, creating in April 2023 seven new Local Policing Areas, each of which has local responsibility for responding to calls for service and investigating offences. Since I implemented this new model and opened two more custody suites, the arrest rate has increased from 3200 each month to 4200; and the number of offenders brought to justice has increased significantly (and continues to improve each month).

As a result of these rapid improvements, we are now the best performing force of all our relevant comparison forces for burglary, robbery and homicide. The number of rapes we solve has increased dramatically, such that we have now surpassed the national average. I share this information because I am aware that the inspection findings are based on old case files and old data, almost all of which was drawn from a time before I launched the new model.

The public should be reassured that there are clear and obvious improvements on the number of offenders being brought to justice.

We are arresting and bringing significantly more offenders to justice, not less. Broadly speaking our outcome measures have increased by around a third since April. Provisional national and force level data from the last month shows we have achieved greater crime reductions when compared to the previous 12-month period than most other forces.

The observation I shared with you quite openly is that the amount of formally documented supervisory oversight on some of our crimes is not where I would want it to be. I explained openly the reasons for that but would never criticise those who have gone before me. I also explained how the system often does not make it easy for our supervisors and what work we have done to address this under Operation Vanguard. Your force liaison manager is fully sighted and attends the DCC's performance meetings. Finally, I explained to you why I was more focussed upon pushing the public justice outcomes than investing in more checkers to explain why this work sits secondary to expanding our overall investigative capacity and capability; which is where I see the public interest.

- 2) *The force needs to make sure MARACs work effectively to keep vulnerable people safe. Excessive and inappropriate demand in MARACs means people might not be safeguarded promptly. There are delays in information being released to partner agencies and between referrals being received, triage and decision making. This fails to address and reduce the risk posed to high risk victims of domestic abuse.*

It is important for the public to understand that the MARAC process is a partner-agency arrangement that provides an additional layer of support to victims: it is not true to say that victims are not safeguarded as a result of delays in MARAC. That is simply misleading to the public. It is also important to highlight that the MARAC process is not one that is 'owned' by WMP. The MARAC coordinator is a post funded and line-managed by the OPCC. The contribution from partner agencies is voluntary rather than statutory, and given some of the high-profile financial challenges of our partners, this is an area which has been challenging, especially in Birmingham. It has been suggested – wrongly – that our officers chair MARAC. Whilst, as is often the case, police officers will share chairing responsibilities for multi-agency partnership meetings (especially if the designated chair is unavailable), chairing in MARAC is recognised as a multi-agency responsibility.

I accept and professionally seek West Midlands Police to have significant influence on the overall management of the MARAC process, and in particular, the rate of referrals. It was noted by HMIC that SafeLives estimates would suggest the number of referrals are higher than they should be in WMP. Further research has revealed that those estimates are based on 2011 Census data and have not been updated. Since the change from DASH to DARA, we understand that WMP are not the only force to see significant increases in referrals. Notwithstanding that, I have already directed that we review our referral criteria to accept more risk in line with other similar forces. This plan has already started to address the backlog; however, it is important to recognise that MARAC partnerships around the country are grappling with exactly the same, systemic issues. Most importantly, it is important to emphasise again that WMP always provides safeguarding to all victims, irrespective of eligibility for MARAC.

- 3) *The force does not manage the risk posed by registered sex offenders effectively. We found multiple shortcomings related to how the force manages the risk posed by registered sex offenders. This includes the use of data to understand the level of risk present in overdue risk assessments and home visits to registered sex offenders, and the frequency of supervisory oversight. The impact of associated pressures on staff morale and wellbeing should be understood.*

Whilst I concur with the broad findings in relation to the frequency of some visits and supervisory oversight, this statement goes nowhere near balancing just how much that has changed since April. I made a huge change to the force's operating model in April 2023.

One of the key features of the change was to take locally-managed SOMs units and merge them all under the central Public Protection Unit (PPU), precisely because it was recognised that the issues identified would be better managed by the specialist leadership of the PPU.

Already, the PPU has reduced outstanding risk assessments by 58%, instigated a new staff welfare programme and developed new performance dashboards that allow for scrutiny and oversight by senior management. Evidence of these improvements were shared with the HMIC Liaison at several meetings prior to the conclusion of PEEL.

- 4) *The force does not manage the risk posed by online child abuse offenders effectively. We found multiple shortcomings related to how the force manages the risk posed by online child abuse offenders and protects children, particularly in the timeliness and nature of enforcement and the prompt disclosure of safeguarding concerns to Social Services.*

I fully accept that during the initial inspection of OCSET between 5th and 8th June, there were a high number of cases awaiting enforcement (81), and that the disclosures to Social Services were not being carried out as expeditiously as I would have hoped. On the latter point, I am also aware, however, that HMICFRS had previously set 31st July as the deadline to implement this process. Whilst not in place in early June, this recommendation was implemented as part of the rapid improvement work and thus achieved *before* 31st July. It is somewhat puzzling, therefore, that it is referred to as an area of concern. Likewise, WMP have demonstrated to HMICFRS that outstanding enforcement packages have been dealt with. WMP now operates with roughly 20 outstanding cases at any given time – this represents normal turnover. This sustained performance was shared with the HMICFRS Liaison officer on three separate occasions prior to the end of PEEL. Of note, the liaison officer remarked in early August that the improvements were so dramatic that WMP appeared to have done so much work to avert even a cause for concern finding, and elicit instead a recommendation. We are now in November and again underline a palpable sense of unfairness in relation to your narrative. Hence, I do not believe that you have been comprehensively briefed.

I also want to address your 'key tests' as set out in your letter, as well as the stated purpose of PPOG, as described below: *The focus of the engage phase is to assist the force in finding ways to improve and resolve identified causes of concern, where they have not been successful in doing so independently. At this stage, forces are asked to carry out a comprehensive analysis and develop an improvement plan to set out how causes of concern will be addressed.*

Sex Offender Management and OCSET were specifically the subject of the rapid improvement plan that we instigated in July in 2023. As noted above, not only do we have a plan; that plan is demonstrably working and has been lauded by your liaison officer, who only as recently as today informs us that he has 'no concerns' about our direction of travel.

We have a rapid improvement plan for investigations, at the heart of which is the new operating model, and a new performance regime. Already, our management of volume investigations is demonstrably improving. HMICFRS are aware of this, because the liaison officer is invited to and attends the monthly performance meeting where this data is reviewed.

That meeting also considers wider performance, and as recently as last Thursday, your liaison officer was again offered evidence that the new operating model has yielded a dramatic improvement in performance. That improvement, which I described to you in the letter last week, shows that my new operating model has taken the force from one of the worst call-handling forces to one of the best in 11 months. It has already improved the proportion of emergency incidents attended within our specified targets by 25%. It has, as noted above, increased arrests and the number of offenders brought to justice by a third. Our crime reduction figures are at odds with the national trends since the change in operating model, and are the best in the country. These are all performance figures that we have shared with HMIC – without question or challenge from your organisation – on multiple occasions over recent months.

We therefore have verifiable evidence of our ability to address these issues independently, supported by comprehensive analysis of key performance metrics and driven through a very clear improvement plan that centres on a new operating model and performance regime. It is hard to reconcile the HMICFRS findings that WMP needs to move to engage with the facts. It is harder still to conclude that the six-part test you describe is satisfied.

I have shared my letter with the PCC who I am aware has been involved in separate communications with your office. Regardless of the outcome of my correspondence, I assure you of two things. Firstly, my respect for yourself and the HMICFRS remains unchanged. Secondly should your decision remain unchanged despite my feedback, I very much look forward to providing a comprehensive briefing at PPOG whilst hoping not to expend too much of their valuable time.

Kind regards,

Craig.



West Midlands Police told it has until end of March to improve

NEWS

28 NOVEMBER 2023

<https://www.westmidlands-pcc.gov.uk/west-midlands-police-told-it-has-until-end-of-march-to-improve/>

The Police and Crime Commissioner has challenged West Midlands Police to implement improvements to ensure it is removed from enhanced monitoring status in record time.

Simon Foster wants the force to be out of 'engage' status by 31 March 2024.

On Friday, His Majesty's Inspectorate of Constabulary told the force it was failing in a number of key areas of concern.

As a result, it placed the force into 'engage' status. This means it will be subjected to closer monitoring and additional support.

The force has been told to carry out more effective investigations that lead to satisfactory results for victims, work effectively to keep vulnerable people safe, better manage the risk posed to the public by registered sex offenders and manage the risk posed by online child abuse offenders.

The Chief Constable, Craig Guildford, said he disagrees with the conclusions drawn by HMICFRS, as they are based on data that is nearly a year old. He also says he has already made significant improvements since he was appointed in December 2022.

The PCC has given the Chief Constable until 31 March 2024 to have West Midlands Police removed from 'engage status'.

"Since West Midlands Police was effectively placed into special measures, I have met with the Chief Constable to discuss the issue.

"Both the Chief and I don't agree with the decision of HMIC to place the Force in engage, but further improvements are necessary.

"As such, I have given the Chief until 31 March 2024 to make sure the force is removed from 'engage' as a top priority.

"I am confident this turnaround can be achieved, because action has already been taken and is continuing to be taken by West Midlands Police, to resolve each of area of concern as a matter urgency."

Appendix C

PCC: My letter to HMIC

NEWS

28 NOVEMBER 2023

[PCC: My letter to HMIC - West Midlands Police & Crime Commissioner \(westmidlands-pcc.gov.uk\)](https://www.westmidlands-pcc.gov.uk)

Police and Crime Commissioner Simon Foster has decided to publish, in full, his letter to HMIC following the decision to move West Midlands Police into the 'Engage' process. He has decided to do this following his concerns over the decision making process.

Dear HMI Williams,

I refer to my email dated 22 November 2023 ('my email'). I also refer to your email dated 22 November 2023 ('your email'). It is a matter of sincere regret, that I have to write to HMIC in these terms.

I would emphasise, the purpose of this letter is to simply request, that we proceed in accordance with the agreement that we reached on 22 November, as set out in my email.

However, I am deeply concerned at your decision to resile from our agreement ('the agreement'), as set out in my email. I do not consider that to be acceptable, for the reasons that are set out in this letter.

I draw the following matters to your attention:

1. When I summarised, during the course of our meeting on 22 November, what I understood to be HMICs procedure relating to Engage, you did not disagree with the summary I provided. Indeed, it was my understanding that you agreed with it, including the importance of the opportunity to make representations, in response to an HMIC cause for concern letter.
2. During the course of our meeting, you did not seek to correct my understanding of HMICs procedure relating to Engage and you did not draw my attention to any alternative procedure, which I assume you would have done, had you disagreed with my summary or been aware of an alternative procedure.
3. If it is now your position, that my summary of HMICs procedure was not correct, and that, in accordance with your email, there is an alternative procedure, then I can only conclude that, notwithstanding your decision to move West Midlands Police to Engage, you are doing so, without being aware of or having had regard to, HMICs relevant procedure.
4. I note your email does not identify the alternative procedure you refer to, as being clearly stated on your website. You refer to the 'relevant section', but do not identify the section to which you refer. It is therefore impossible to identify, what alternative procedure or 'relevant section' you are referring to. In any event, it is clear that you have not had sight of the alternative procedure or the

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'relevant section', because you have been informed of these matters by the Chief Inspector of Constabulary.

5. In any event, irrespective of the position relating to the HMIC procedure, we had an agreement as set out in my email. Your email fails to address the agreement at all and as to why you now consider it to be appropriate and/or you are entitled, to resile from the agreement.

The right to make representations to a public body, before it makes a final decision, that would have significant consequences for the individual or organisation the subject of that decision, is a fundamental principle of the duty to act fairly, due process and procedural fairness.

The opportunity to make representations must be at a stage that: (a) the party affected is aware of the particular matters, that form the basis of the decision, so as to ensure the representations can be focused on the particular matters, that form the basis of the decision and (b) is before a final decision has been made, so as to ensure that the decision has not been pre-determined, irrespective of the representations that are made.

In the present circumstances, the opportunity to make representations must be in response to the causes of concern letter, that sets out the factors HMIC have taken in to account. HMIC cannot properly refer to and rely on the previous representations made by West Midlands Police, since they were not prepared in response to the particular causes of concern relied on by HMIC, in the causes of concern letter dated 23 November. On receipt of the representations, the decision maker must then conscientiously and diligently have regard to the representations, before making a final decision.

During the course of our meeting on 22 November, it was emphasised that confidentiality in connection with the HMIC procedure, including the Engage procedure was of the utmost importance. I of course acknowledged the importance of confidentiality and confirmed that this would be respected.

However, contrary to the importance you attached to confidentiality and contrary to the agreement, you have now indicated that you intend to breach that confidentiality, by publishing your decision letter on Friday 24 November. In the event that HMIC proceeds to publish its decision letter, contrary to the agreement, including in connection with confidentiality, I have to advise you that I will no longer consider myself bound by any confidentiality relating to this matter. As a consequence, I reserve the right to publish my correspondence in connection with this matter.

HMIC and its Inspectors must act in accordance with the law and in accordance with the highest standards of administration. However, HMIC and its Inspector, have failed to act in accordance with the law, have acted in a manner that constitutes maladministration and that undermines trust and confidence in HMIC, for the reasons set out below:

1. Deciding to resile from the agreement, reached with the local policing body;
2. Failing to act in accordance with the public law requirements of fairness;

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3. Failing to be aware of and/or familiarise yourself with the relevant HMIC procedure;
4. Moving West Midlands Police to engage, without having regard to HMICs own procedure;
5. Failing to respect the confidentiality HMIC emphasised was of the utmost importance, pending the procedure set out in the agreement.

I respectfully request that HMIC please kindly review its decision, revise it and confirm that it will act in accordance with the law and the agreement, as set out in my email. In view of the expressed intention of HMIC to publish its decision on Friday 24 November, I ask that you please kindly confirm your intention to act in accordance with the law and the agreement by 1.00pm on Thursday 23 November.

In the event that HMIC are not prepared comply with the law and the agreement, then I reserve the right to seek an appropriate remedy, whether by reference to the courts, a formal complaint or otherwise. However, I trust that will not be necessary.

I look forward to hearing from you.

Yours sincerely

Simon Foster

West Midlands Police and Crime Commissioner

Sent by email:

Simon Foster
West Midlands Police and Crime Commissioner

23 November 2023

Dear Simon,

Engage – West Midlands Police

Thank you for your letter of 23 November to HMI Wendy Williams. She has passed the letter to me, as in the circumstances it appears I am the most appropriate person to respond.

My understanding of the sequence of events that have led to your letter is as follows:

- a) On 22 November at 2.30pm, you had a call with HMI Williams in which she informed you of my decision to place West Midlands Police into our Engage phase of enhanced monitoring.
- b) In that call, you cited a historic HMICFRS policy document, 'the Inspection of the performance of Home Office police forces', which was written by the previous chief inspector of constabulary, Sir Tom Winsor. You cited paragraph 106, which states:

"Upon a force being moved to the Engage phase, the regional HMI will write to the force to set out the cause(s) of concern in question and the factors the inspectorate has taken into account when deciding to move the force to the Engage phase (i.e. the matters in paragraph 98). The letter will contain an invitation to the force to make representations."
- c) Based upon the contents of this document, you advanced the view that you had the right to make representations regarding the force being moved into Engage and requested a period of 14 days in which to do so. You state that HMI Williams agreed to this request.
- d) At 5.02pm on 22 November HMI Williams emailed you to correct the position. This email was sent in advance of your email to her at 5.04pm.

In your letter you have accused HMICFRS of failing to act in accordance with the law, and of acting in a manner that constitutes maladministration and in a way that undermines trust and confidence in HMICFRS. These are strong assertions which are not correct. There are several facts not currently in your possession. After I have stated them, I expect you to withdraw these assertions.

The pertinent facts are:

- e) As the Chief Inspector of Constabulary, I am an independent public office holder. Whilst I must operate within the law, I decide upon the approach I take to inspecting and reporting on police forces. I am not bound by the policies adopted by previous office holders.
- f) The HMICFRS policy you refer to is no longer current. It can be found on our website [here](#). A decision was made to retain it on the website for the purposes of the public record. But there is a clear update which states *“This document is no longer current. Please see the About Us pages for information on how we inspect police forces.”*
- g) Even if this document had been current, paragraph 106 would not have entitled you to make representations. You are the police and crime commissioner, not the force. HMICFRS inspect and report on the efficiency and effectiveness of police forces.
- h) Our approach to monitoring forces has changed since this document was written, which is one of the reasons why it is no longer current. We now publish when a force is moved into Engage, because it is in the public interest to do so. I have also been clear with my fellow HMIs that the decision to move a force to Engage is for me to make. Our full approach to monitoring forces is no longer published.
- i) After careful consideration, I made the decision that I would be placing West Midlands Police into Engage because I have significant concerns about the performance of the force. Members of the public are being placed at risk because the force is not as efficient or effective as it should be. These concerns are based on evidence, from our as yet unpublished, PEEL 2023 report of the force. You are not in possession of this evidence.
- j) Engage is designed to be a supportive process that will help the force to improve.
- k) HMI Williams made the telephone call to you as a courtesy, to give you advance notification in confidence. She is not the person placing the force into Engage, nor was she authorised to enter into any agreements in relation to my decision. When she spoke to me after her call with you, I informed her I did not think it was appropriate to delay publication of my decision for such a period, nor was it necessary to consider representations from the PCC or further representations from the force. That is why she attempted to speak with you again and why she sent you an email when she could not.

In line with the request in your letter, I have reviewed my decision to place the force into Engage. I have concluded that this remains the correct decision based upon our inspection evidence. I will make this decision public at 10.00am Friday 24 November. It is not in the public interest to delay West Midlands Police receiving the support and challenge they need to improve.

I recognise this is not the outcome you asked for in your letter. You are of course entitled to seek remedy through the courts if you feel that is the appropriate course of action. However, I would politely suggest that the best thing would be for us to work together and play our respective roles to improve the performance of West Midlands Police in the interests of the public.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'A. Cooke'.

Andy Cooke QPM DL

His Majesty's Chief Inspector of Constabulary

His Majesty's Chief Inspector of Fire & Rescue Services

PCC Statement: HMIC Engage NEWS

<https://www.westmidlands-pcc.gov.uk/pcc-statement-hmic-engage/>

06 DECEMBER 2023

West Midlands Police and Crime Commissioner Simon Foster has today issued a fresh statement after HMIC decided to move West Midlands Police into the 'Engage' process.

"I am treating the decision of HMIC to move West Midlands Police into Engage with the utmost seriousness and as a top priority. I am committed to holding West Midlands Police to account and working with the Chief Constable, HMIC and other relevant partners, to address and resolve the areas of concern as a matter of urgency, so as to ensure that the people of the West Midlands receive the service from West Midlands Police that they are entitled to.

However, I continue to have serious concerns in connection with the decision-making procedure adopted by HMIC. On the 29 November, I wrote to the Chief Inspector of His Majesty's Inspectorate of Constabulary ("HMIC"), asking the following questions relating to the decision-making procedure.

I have requested that the Chief Inspector replies to my questions as soon as possible. As at 6 December, I am awaiting a reply from HMIC.

1. When my Chief Executive and I received an invitation from HMIC on Monday 20 November, to attend a Teams Call for 15 minutes on Wednesday 22 November, my Chief Executive inquired of the Inspector as to the purpose of the meeting and subject matter of the meeting. There was a flat refusal to disclose either the purpose of the meeting or the subject matter of the meeting. That is contrary to public law principles and procedural fairness. It cannot possibly be justified by reference to the need for confidentiality, which was the reason provided, since the purpose of the meeting and subject matter of the meeting would only have been disclosed to my Chief Executive and I. Why was it necessary for HMIC to adopt this procedure?
2. When my Chief Executive and I met with the Inspector on Wednesday 22 November, it was represented to us that the decision to Engage West Midlands Police was the Inspector's decision. I have now been advised that it was the Chief Inspector's decision. If that is so, why did the Inspector represent to us that it was their decision?
3. At paragraph (c) of your letter [dated 23 November] you say: "You state that [the Inspector] agreed to this request": that is to say my request for a period of 14 days to make representations to HMIC, relating to the decision to Engage West Midlands Police. Do you accept that your Inspector agreed to my request, that both West Midlands Police and I have until 4.00pm on Thursday 7 December, to make representations in response to a causes of concern letter, to be sent to West Midlands Police and myself on 23 November?
4. You state that you have been clear with your fellow HMIs, that the decision to move a force to Engage is for you to make. If that is so, why did your Inspector represent to us that the decision to Engage West Midlands Police was their decision?
5. You state that HMICs full approach to monitoring forces is no longer published. Why is it no longer published? Do you consider that it is

- appropriate and commensurate with clarity and transparency, for HMIC to conduct itself in accordance with unpublished policies/procedures?
6. How does HMIC reconcile a decision-making process based on an unpublished policy/procedure with (a) the need for accountability, clarity and transparency; (b) the requirement that HMIC acts in accordance with public law requirements of fairness; (c) the requirement not to act in a way that constitutes maladministration; and (d) the requirement not to act in a manner that undermines trust and confidence in HMIC?
 7. Having regard to the email from your Inspector to me dated 22 November, it is clear that your Inspector was not aware of the policy/procedure to which you refer, because they simply refer to having been informed of a revised policy/procedure by yourself. Why was your inspector unaware of the policy/procedure to which you refer?
 8. You state that your Inspector was not authorised to enter into any agreements in relation to your decision. Bearing in mind that the Inspector did enter into an agreement with me, why were they unaware that they were unauthorised to enter into any agreements in relation to your decision?
 9. Your Inspector is a highly experienced and senior Inspector within HMIC and represents your organisation. Do you not agree, that notwithstanding you state your Inspector is not authorised to enter into agreements on behalf of HMIC in relation to your decision, then HMIC should be bound to comply with that agreement, because the Inspector has held themselves out as authorised to enter into the agreement on behalf of HMIC?
 10. Do you think that it was appropriate for you to countermand an agreement and a decision reached by a highly experienced and senior Inspector within HMIC, in circumstances where they had clearly held themselves out as being able to enter into the agreement on behalf of HMIC?

In the meantime, I repeat, that I am continuing to treat this matter with the utmost seriousness and as a top priority. I am committed to holding West Midlands Police to account and working with the Chief Constable, HMIC and other relevant partners, to address and resolve the areas of concern as a matter of urgency, so as to ensure that the people of the West Midlands receive the service from West Midlands Police, that they are entitled to.

Appendix D

Extracted from HMICFRS webpage

<https://hmicfrs.justiceinspectorates.gov.uk/about-us/what-we-do/our-approach-to-monitoring-forces/>

HMICFRS - Our approach to monitoring forces

His Majesty's Inspectors (HMIs) routinely monitor the performance of all police forces in England and Wales in order to ensure that:

- any emerging problems with the efficiency, effectiveness or legitimacy of individual forces are spotted quickly, and that chief constables and [local policing bodies](#) are aware of those problems and are taking corrective action; and
- if problems with the efficiency, effectiveness or legitimacy of a force are substantial and there is a low prospect of them being resolved, those problems are raised formally with the local policing body, so that they can respond.

The monitoring process is linked to the [PEEL assessments](#). Information from the PEEL assessments feeds into the monitoring process, and vice versa. HMIs are guided by, but not limited to, examining the core questions from the PEEL assessment when monitoring forces. All of this information contributes to the HMI's annual assessments of each force. Additionally, data analysis and routine information gathering undertaken by HMICFRS staff forms part of the monitoring process.

HMICFRS reviews the approach to monitoring frequently to ensure that it evolves in line with changes to police forces in England and Wales. We are working with police forces to refine the challenge and support provided to police forces through the monitoring process.

1 The monitoring process

Routine monitoring identifies apparent issues for closer scrutiny. Some of these will be outside the control of the force and local policing body, or will already have been tackled; but some may be indicators of systemic or management failings in the force. The decision on whether to follow up any concerns with the force and local policing body rests with the [HMI who leads on HMICFRS's relationship with that force area](#).

There are two stages in HMICFRS's monitoring process:

Appendix D

1. **Scan** – The default phase of monitoring, the scanning phase uses data and information from a range of sources to highlight poor or deteriorating performance and identify potential areas of concern. Quarterly monitoring will be undertaken and a summary monitoring report produced that will be discussed with HMIs and, if possible causes for concern are found, at the regular monitoring group meetings.
2. **Engage** – If a force is not responding to a cause of concern, or if it is not succeeding in managing, mitigating or eradicating the cause of concern, it is probable it will be moved to the Engage phase. In the Engage phase, forces will develop an improvement plan to address the specific cause(s) of concern that has caused them to be placed in the enhanced phase of the monitoring process. The force may receive support from external organisations such as the College of Policing or the National Police Chiefs' Council, brokered by HMICFRS.

Forces in Engage

[Police forces currently in Engage](#)

Police forces previously in Engage

[Police forces previously in Engage](#)



west midlands
police and crime
commissioner

Police and Crime Panel

Monday 18 December 2023

Introduction

- HM Inspectorate of Constabulary
- To promote efficiency and effectiveness of police forces
- Through inspection and assessment
- PEEL Inspection Reports and thematic reports
- Inspects and reports on and to police forces NOT on or to PCCs
- HMIC, College of Policing, IOPC, Home Office and PCCs

Funding and Resources

- Between 2010-2019 financial cuts imposed on WMP of £175 million
- Lost 2,221 police officers - 25% - and 400 PCSOs
- Police uplift returned 1,200 - so 1,000 fewer than were lost
- Now have 800 fewer police officers and 500 fewer PCSOs
- Police Funding Formula underfunds WMP £40 million a year: 800 police officers
- Paying more local Council Tax for less local policing
- The 5th worst % increase in police grant 2023/24
- Cuts of £28 million in 23/24 and £27 million in 24/25 - action to balance budget

Funding and Resources

- Shares of police funding were furthest below shares of estimated needs for areas in the West Midlands (-19%) and Greater Manchester (-8%), while rural areas with older populations tended to receive higher shares of funding than they were estimated to need. IFS Report: R269: August 2023
- It has been acknowledged that the current funding formula and system for police funding does not properly reflect need. The government has committed to developing a new funding formula (no timescale set), but investment on this basis over the last 3 years through uplift has further amplified inequality. NPCC Report: Strategic Assessment of Workforce: August 2023

Funding and Resources

- This had serious adverse consequences
- Police presence and visibility
- Response times
- Conduct of investigations
- Community safety and rights and welfare of victims
- Prevent, tackle and reduce crime and protect the vulnerable

Key Dates

- 22.11.23: First notified of decision to Engage WMP via Teams call
- 23.11.23: PCC letter to HMIC: concerns: decision making procedure
- 23.11.23: HMIC letter to WMP: confirm and invite to PPOG
- 23.11.23: HMIC invites PCC to PPOG
- 23.11.23: PCC Statement and Chief Constable letter to HMIC
- 23.11.23: HMIC letter to PCC replying to concerns

Key Dates

- 28.11.23: PCC: SPCB: target date set for removal from Engage
- 29.11.23: PCC letter to Chief Inspector: asking questions re: procedure: no reply as yet
- 04.12.23: HMIC agrees disclosure draft Report: 'Strictly Confidential'
- 05.12.23: HMIC draft Report is disclosed to PCC: 'Strictly Confidential'
- 18.12.23: Police and Crime Panel
- 28.12.23: Meeting PCC and Chief Constable
- 16.01.24: Policing Performance Oversight Group
- 31.03.24: PCC target date for removal from Engage

Concerns: Decision Making

- A failure to disclose purpose of meeting on 22 November
- Conflicting information: ID of Inspector making the decision
- An agreement: 14 days for representations: then withdrawn
- Countermanded by another Inspector
- Inspector unaware of authority to reach agreement

Concerns: Decision Making

- Inspector unaware Engage decision was for Chief Inspector
- Inspector unaware of HMIC policy and procedure
- HMIC acting in accordance with unpublished policy and procedure
- HMIC decision made before the final report is published
- Limited disclosure of confidential draft report: PCC not OPCC
- Insistence by HMIC on a freedom of information request

PCC and CC Response

- PCC issued a statement: 24.11.23
- Chief Constable wrote to HMIC: 23.12.23
- Both were made public
- PCC and CC: disagreed with HMIC: consistent with reassurance provided
- Not appropriate, necessary or proportionate
- PCC and CC both participated in media interviews
- PCC published letter to HMIC: 23.11.23 and questions to HMIC: 29.11.23

Limitations: HMIC Inspection

- Relevant data sets: between 8 to 11 months ago
- Pre-dates launch of Neighbourhood Model: 3 April 2023
- Action already taken, was being taken and is continuing to be taken
- A reflection of 'what was' and not 'what is'



**Average 999 call
answered in 6 seconds.**



**Total recorded crime
DOWN 9%**



**1,000 more arrests every
month. Arrest rate UP to
4,200 from 3,200 a month**



**Serious Youth Violence
DOWN 9%**



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Gun crime
DOWN 15%



Residential burglary
DOWN 6.8%



Stalking cases
DOWN 21%



Car thefts
DOWN 2%

Area of Concern Investigations

West Midlands Police is not carrying out effective investigations which lead to satisfactory results for victims

Investigations Action

- New Operating Model: increased capacity for volume investigations
- Established Operation Vanguard: improve knowledge and standards
- Robust performance framework: weekly reporting: KPIs
- DCCs Monthly Performance Day: Areas of Concern
- Volume of open crimes: reduced from 36,000 to 30,000
- Unallocated crimes: halved to c. 3,500
- About 60% of investigations have a supervisor review: up from 50% in September
- The outcome rate has risen steadily: 11% in week commencing 04.12.13

Area of Concern

MARAC

West Midlands Police is not making sure Multi-Agency Risk Assessment Conferences (MARAC) - meetings where statutory and voluntary agency representatives share information about people at high risk of domestic abuse - work effectively to keep vulnerable people safe

MARAC Action

- MARAC is a partnership responsibility - not exclusively that of WMP
- Cases are to be triaged against a revised referral criteria
- Based on a benchmarking exercise with other forces
- Early indications are that this will reduce referral rates by 21%
- Additional MARAC meetings/what additional resources required

Area of Concern

Sex Offender Management

West Midlands Police is not effectively managing the risk posed to the public by registered sex offenders

Sex Offender Management Action



- WMP had recognised these vulnerabilities as part of new Model
- LPA SOMS teams centralised under the PPU
- Additional staff allocated to SOMS
- New Performance Management Dashboards: improve SLT oversight
- Aim reduce outstanding visits/assessments/reviews to zero:
31.01.24
- SOMS officers supported by Operations and LPAs

Area of Concern Online Child Abuse

West Midlands Police is not managing the risk posed by
online child abuse offenders effectively

Online Child Abuse Action

- By September volume outstanding packages reduced from 80 to 20
- Current outstanding packages within timescales for enforcement
- Digital Forensics backlog eradicated
- Social services referral requirement implemented LA areas: 31.07.23
- Performance is continuing to be maintained

Further Action

- Chief Constable weekly meeting: Standing Agenda Item
- Pre-Meeting: Policing Performance Oversight Group: 28.12.23
- Strategic Policing and Crime Board: Agenda Item and Reports
- Hold Chief Constable to account and monitor progress
- Policing Performance Oversight Group: 16.01.24
- Target date for WMP to aim for removal from Engage: 31.03.24

Further Action

- Police and Crime Panel: further updates and reports
- OPCC participation in: WMP HMIC Board and Risk Board
- OPCC Performance analyst: agree metrics and reporting
- Joint work: OPCC, WMP and partners to address MARAC
- Reporting: JA Committee: HMIC: recommendation/risk management
- Briefings to partnership meetings: work with partners to address issues

Police and Crime Panel Questions