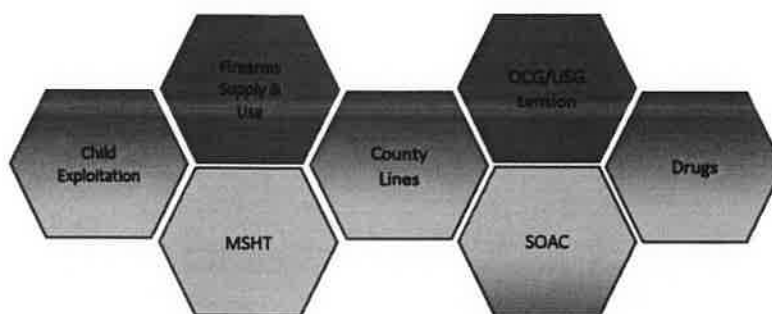




The organisation is currently managing 178 active SOCEX threats, all of which are managed through the organisation and local threat grids and tasking processes. Each Lead Responsible Officer (LRO) from a Local Policing Area (LPA) holds a local SOCEX tasking process which feeds into the monthly Force level SOCEX tasking. There has been progress in identifying more SOCEX networks relating to the exploitation of vulnerable people, with investigations into County Lines networks, Modern Day Slavery (MDS), Human Trafficking (HT) and Adult Sexual Exploitation regularly featuring in the top 20 threats at a force level.

Of the most recent top 20 threats discussed at SOCEX tasking, 10 featured the unlawful possession, use or supply of illegally held firearms and nine featured exploitation of children or adults. Many of these investigations will feature threats from the supply of illicit drugs and violence. The nature of SOCEX networks means poly-criminality is largely ubiquitous and rarely are only driven by one commodity. As SOCEX networks diversify into multiple areas of commodity supply, the complexity in understanding the intelligence picture, accurately identifying those who are most vulnerable or cause the most harm and the complexity in dismantling networks through subsequent investigations increases significantly. This complexity is added to by the advances in SOCEX network's use of technology to commit SOC and avoid the attention of law enforcement.

Firearms

The threat from firearms, in terms of possession, use and supply, continues to be a strategic and tactical threat for the organisation. A Detective Superintendent leads our response under the banner of Operation Captiva and holds weekly tasking meetings to ensure intelligence is collected, developed and acted upon in a timely and prioritised manner. Force Intelligence have a dedicated Firearms Threat Desk who support the local and force teams to prioritise activity. Force Priorities allocate a Senior Investigating Officer (SIO) to all series linked firearms and seek to maximise all investigative opportunities at a force and regional level.

Recorded firearms discharges decreased in 2022 and were at the lowest levels for the last four years. However, there has been a decrease in the volume of firearms recoveries with 121 recovered in 2022 compared to 132 in 2021. Firearms remain a valuable commodity amongst criminal networks and we continue to see younger members of USGs accessing and using firearms in targeted attacks against rivals. There is ongoing collaborative work with the ROCUWM and other partners to provide additional options to mitigate the threats from firearms and is a tactical priority through force Tactical Tasking and Commissioning Group (TTCG).

County Lines

WMP have a dedicated CLTF, managed centrally, but deployable across LPAs. This is supported by surge funding as WMP remains a key exporter of drugs lines. The CLTF performance is consistent and they are currently exceeding the volume of disruptions required on a monthly basis. The CLTF engage

with local SOCEX and Partnership hubs and have developed preventative and intervention options alongside the Pursue element of tackling this threat. The CLTF work well with ROCUWM and other regional Police Forces to ensure appropriate support is available to those identified as having been exploited by County Lines networks. The CLTF are championing the use of innovative digital forensic approaches, maximising the use of kiosk technology and securing earlier charges for Possession with Intent to Supply offences.

Drugs Market

The overall drug market remains a key driver of serious violence and other areas of criminality in the region. The vast majority of threats managed at a local level have a drugs supply or usage link. This provides opportunities to disrupt networks through traditional interventions but the dismantling of OCGs who have long-standing business models relating to drug importation and supply remains a key threat. The emergence of cannabis cultivation as an increasingly organised and serious threat has exerted additional pressures on those involved in drug supply. Violence linked to cannabis cultivation and opposing groups seeking to identify and then steal 'grows' from each other has fuelled some OCG tensions. WMP follow the national trend in respect of the identified threat from Western Balkan OCGs operating in this crime type and using exploitation and violence to protect their criminal profits. We anticipate that this will remain a growth area in the coming years.

Child Exploitation

Child sexual exploitation (CSE) and child criminal exploitation (CCE) remain key threats for the organisation. The offending is often interlinked to County Lines networks and Human Trafficking threats. WMP have good working relationships with the recently formed ROCU Tackling Organised Exploitation (TOEX) capability with networks being identified by TOEX and then supported by WMP assets. The organisation has conducted a self-assessment in terms of group-based CSE and have commissioned a partnership Problem Profile to better understand the presence and prevalence of group based CSE networks across the region.

Modern Slavery and Human Trafficking

WMP have seen an increase in the volume of threats identified relating to Modern Day Slavery, Human Trafficking and Organised Immigration Crime. The identification of these threats and their presence within the West Midlands area and regional threat grids demonstrates the progress made in tackling this crime type. The organisation have identified a number of significant national and international networks exploiting vulnerable people and setting them to work in the pursuit of the network's criminal objectives within the West Midlands. These identified networks and the safeguarding and investigations that are required are becoming more and more complex and almost invariably cross local, regional and national borders. This has often been in the adult sexual exploitation area, and the organisation have developed an approach in Birmingham, under the banner of [REDACTED]. This approach tiers the response level and ensures that all safeguarding opportunities are undertaken in partnership alongside the investigation into the networks that are often hidden behind this offending. The approach brings together local resources with force level assets and is driven by a local policing Superintendent supported by the Public Protection Unit (PPU). We forecast continuing growth in terms of the identification of threats of this nature.

Workforce and Assets

The organisation continues to invest heavily in the capability and capacity to tackle SOCEX threats. Over a number of years, WMP have developed its SOCEX approach which includes an uplift in local resources dedicated to tackling SOCEX, the creation of SOCEX partnership hubs with police subject-matter experts embedded in partnership teams, the growth of a central SOCEX intelligence capability and investment in further investigative resources within investigative departments. The organisation is continuing to grow pro-active capacity and are in the process of creating an organisational level

surveillance capability to support local priorities. The resourcing of the County Lines Task Force provides a dedicated and professionalised offer to address this key threat area and compliments growth in more local pro-active capacity.

WMP have invested in a fully established Intelligence Academy which provides the end-to-end training and accreditation process for the achievement and maintaining of Intelligence Professionalisation Programme (IPP). This ensures all intelligence staff up-to and including the Director of Intelligence have the required knowledge and understanding to perform the role of intelligence professional.

In addition, the organisation has invested in additional digital forensics technology to improve the timeliness and effectiveness of the provision of digital evidence. This has included increased usage of kiosk technology in respect of obtaining best evidence from mobile phones.²⁹

The growth of investigations with a digital footprint is increasing at a rate which surpasses existing capacity within our digital forensic capabilities. The volume and complexity of digital investigations continues to increase and this places pressure on investigative timescales and the consequent management of threats. The organisation is in the process of creating a new digital forensics triage team, who will support investigators by attending scenes and guiding digital recovery strategies and assisting investigating officers to develop proportionate digital strategies.

Projects and Initiatives

To complement the National Crime Agency's 2023-26 Strategy, a WMP SOCEX Profile and Strategy have been written to define how we will maximise the function's effectiveness with the finite resources available. Our four key transformational areas are:

1. Effectively gathering and developing intelligence to focus police and partnership activity against OCGs that cause the greatest harm based on a clear assessment of threat, harm and risk.
2. Maximising on the co-ordination role of Lead Responsible Officers by developing their skills and driving 4P plans using Clear, Hold Build methodology to coordinate activity and creating sustainable impact within communities.
3. Ensuring a 'whole system' approach is adopted to combatting the threat from serious and organised crime, utilising capabilities across law enforcement and partners at national, regional and local levels.
4. Respond to the evolving nature of serious and organised crime by identifying and responding to gaps in specialist capability and capacity, developing our workforce and building partnerships for the future.

As well as ongoing activity like Operations [REDACTED] (tackling burglary) and Seclusion (response to the theft or unauthorised taking of motor vehicles), the new operating model provides an opportunity for local teams to better support the strategic SOCEX agenda. There is a stronger focus on the performance and accountability of LROs and local leadership will, to a greater extent than previously, be using the more resources available to them to pro-actively target issues and identify offenders that are causing the biggest detriment to their community.³⁰ The ambition in the longer-term is to establish a process whereby lower risk activity is delivered by local teams and then the higher risk threats are managed by the central SOCEX function. While the LPAs adapt to the new operating model, robust weekly SOCEX Tasking meetings will continue to ensure consistency and a quality service is provided across the seven LPAs - especially in the newly merged Birmingham area that is now under one single LRO command.

²⁹ See chapter 5 for more detail in our investigative capability and capacity.

³⁰ Chapter 4 provides further info on how we continue to prevent and deter crime.

Forward Look

As technology in everyday life improves and becomes more accessible, criminal networks seek to quickly exploit the technology for criminal purposes and attempt to frustrate law enforcement's efforts to bring them to justice. WMP will continue to focus on those SOCEX networks that generate the most harm to our communities and in doing so will focus on the key threats described above. There is more work to be done in respect of amplifying the threat from those who exploit the vulnerable including tackling the networks who drive CCE, CSE, MDS and HT. This will require a greater range of intervention tactics in the pursue and prevent strands.

We forecast that firearm and firearms enabled criminality will continue to be present and prevalent in the forthcoming period and we will continue to invest resource into preventing discharges and recovering more illegally held firearms. This includes working in partnership to reduce the flow of illegally held firearms into the region.

Our work to improve digital capability and capacity is a key strategic priority and will therefore attract additional resource to meet the demand gap.

9: Major Events

Executive Overview:

West Midlands Police (WMP) has delivered and supported various major events and operations over the past year including Coventry City of Culture, Commonwealth Games, Operation [REDACTED] Football and Rugby World Cups and a range of protest activity in relation to global and national affairs. These include strikes related to the cost of living crisis, protests against climate change and other environmental factors and global matters such as Iran, Palestine and Ukraine.

Our policing capacity and capability to counter the Strategic Policing Requirement threats remains strong.³⁸ However, we are mindful that we must continue to assess and monitor threats as we expect them to change over the next four years. Amongst other governance processes, threat assessments are completed weekly with intelligence updates for senior leadership to review and proportionately respond to and resource. This can include the mobilisation of gold, silver or bronze command structures.

Public Order and Public Safety

WMP continues to maintain its public order response and capability in line with the Strategic Policing Requirement. This provides support to mobilisations, deployment within the West Midlands region to support neighbouring forces and deploying to national mutual aid requests. The organisation has supported large scale national operations such as Operation [REDACTED] and the Good Friday Anniversary with the provision of mutual aid resources with further support being provided for His Majesty's Coronation in May 2023. Locally we operate within the Local Resilience Forum (LRF) comprised of a number of agencies that prepare for any emerging threats within the West Midlands region. We invest in our capabilities with a particular focus on the ability to deploy protest removal teams (PRT) from WMP in line with the National PRT mobilisation plan. We continue to review other specialist assets in line with our Force Public Order and Public Safety Strategic Risk Assessment, both of which supports the national assessment.

Protest and Events

We saw a peak of protest activity in the years 2021-22 and much of this was attributed towards anti-Covid and anti-government themes due to the lockdown restrictions although the number of policed protests remained relatively low. This past year we have returned to our usual levels of recorded protest activity with 54 recorded protest events of which only 10 resulted in a dedicated policing structure and response beyond what would be described as normal policing and engagement. Periodic incidents of national strategic protests with groups such as Just Stop Oil and Animal Rebellion have caused periods of sustained policing activity for both WMP and the region. These protests have not been long-term in nature, but have resulted in a number of prosecutions and convictions. We continue to see a post-pandemic boom in the event industry and within the West Midlands. Over the next 12 months there are a number of high-profile concerts which will attract a dedicated policing response. This is in addition to supporting partners with events such as Pride, Godiva festival, International Cricket and a number of religious based festivals such as Eid celebrations and Vaisakhi. WMP continues to utilise the National Decision-Making model in terms of our response and we have Protest Liaison Officers who are tasked to engage with protest groups and maintain public order.

Our pro-active preparation for protests and events remains strong. Following the CWG, a Strategic Thematic Learning plan has been written to identify the event's legacy, benefits and lessons learnt.

Football

Football continues to be an area of high demand for WMP with a high concentration of clubs within our geographic boundaries. This is in addition to being a well-utilised transport hub and crossover point for fans travelling to other fixtures nationally. In the past football season WMP policed approximately 155 fixtures ranging from low risk fixtures attended by the dedicated football officer for the club, to higher risk fixtures which attract a dedicated policing response and provision of policing resources to the club under special police service arrangements and cost recovery. It is anticipated that activity will remain high in this area over the next 12 months although cup competitions when drawn can further increase this.

We have hosted a number of international fixtures across venues in the West Midlands region over the past year and Villa Park is listed as a host venue for the UK and Ireland European Championship submission for 2028. If this bid is successful, we will seek to work in partnership to plan appropriately. WMP continues to investigate football offences robustly and have successfully applied for over 40 banning orders this season following convictions or events at fixtures. WMP have used new legislation to support banning orders for possession of Class A controlled substances. We will continue to work in partnership with Keele University around our policing approach to football and have worked with our policing equivalents in Sweden to implement a new resourcing model.

Drones

Drones as a policing tactical option continues to move at pace within the West Midlands region with the establishment of a permanent Drone Team providing coverage 24/7 in support of local policing and major events and operations. Over the past year, we conducted 4,989 flights relating to a range of incidents from assisting in live searches for crimes in action, searching for missing persons, as well as football, protests, and public safety events. As a leading Police Service for this tactic, we have supported regionally and nationally with our core drone team capability and our counter drone capability. We continue to engage with the drone community to encourage positive and good use of drones through education and guidance. WMP works in partnership with the National Police Air Service (NPAS) with the provision of the helicopter and fixed wing assets. There continues to be developments within the drone space for beyond visual line of sight (BVLOS) capability, however this is still at an early stage for policing and we have developed an effective partnership to ensure the right capability and assets are used when necessary.

Roads Policing (Traffic and Motorway)

WMP has fully adopted the National Police Chief Council (NPCC) Roads' Policing Strategy and have developed a delivery plan that has been shared with the NPCC lead. We meet all of the requirements of the newly created Strategic Policing Requirement and continue to deliver a collaborative Motorway Policing function alongside Staffordshire Police. A recent move bringing West Midlands roads policing officers closer to the Operations department is expected to deliver greater deployment and coordination with other WMP Operations functions.

Due to vacancies, we are operating below establishment, but a recruitment and training process is underway alongside the creation of a new Road Crime Team. Vehicle availability remains a challenge nationally and locally, but this is now starting to show signs of improvement.

Civil Emergencies and Testing and Exercising

The Operations Resilience Unit (ORU) anticipate and plan for future demand of civil emergencies by reviewing the National Security Risk Assessment (released in November 2022) in conjunction with the Manchester Arena Inquiry (MAI) Volume Two, anticipated organisational changes and the CT planning schedules. WMP Force Executive Team (FET) have signed off the approach to the annual schedule which identifies the required testing and exercising (T&E) activity that supports this.

To ensure delivery, we have increased the capacity of the ORU, recruiting an additional two Sergeants and six Police Constables across the disciplines to keep pace with the MAI recommendations and the raised levels of activity needed to assure compliance with planning and T&E assurance schedules. In addition to this, the uplift will allow the ORU to work geographically aligned with Local Policing Area (LPA) leads in support of multi-agency and local planning coordination.

The ORU has been following the MAI during evidence stages and acting at pace to assess our position against the formal release of the 149 recommendations in the Volume Two report. The ORU triaged these recommendations against WMPs processes and have developed action plans, governance ownership and monitoring. The initial assessment, governance and implementation of the MAI has been reviewed by an OPCC internal audit which rated it as 'reasonable'. It is anticipated that progress will continue to be made, even at these early stages of implementation and WMP will be rated higher showing progression.

WMP work closely and in partnership by chairing and co-chairing various partnership groups such as the Command and Control Suite C3, National Power Outage, Communications, Organisational Learning, Business Continuity forum and T&E groups as well as providing direct attendance to the wider sub-groups of the LRF for continued partnership working. Internally, we host quarterly Major Incident Readiness Boards to govern our preparedness for civil emergencies.

Taser

Significant progress has been made during 2022-23 regarding Conducted Energy Devices (CED). The organisation has developed a detailed inaugural Strategic Threat and Risk Assessment (STRA) in 2022, with a key recommendation and subsequent focus to increase trained and accredited Specially Trained Officers (STO) within front line policing teams with the X2 device (this does not include Firearms Operations Unit and the Counter Terrorism Unit (CTU) – [REDACTED]) from [REDACTED]

The key areas of progress during the review period include:

- The professionalisation of the governance of CED, with supporting Gold and Silver Force Leads
- Creation of a Force CED Standard Operating Procedure to cover all elements of CED delivery
- Investment in a full-time Taser Manager
- Uplift of CED Trainers (recruitment of five additional trainers)
- Introduction of CED discharge reviews by Subject Matter Experts (SME)
- Development of a Force STO awareness and recruitment programme
- Financial investment to extend X2 device contract arrangements to 2025
- Achieving agreement to train Special Constables as STOs (included within training plan for 2023-24, with initial pilot of 12 x STOs)

During the next financial year, 31 STO initial training courses have been planned, providing an additional STOs for front line policing departments (X2 device). This will provide a total STO Force X2 capability of [REDACTED]; providing some resilience for the anticipated loss of current STOs and enabling WMP to achieve the target of [REDACTED] deployable STOs across the organisation.

Following a recruitment programme, 458 officers and specials applied to receive STO Initial training. This was an exceptional response, which ensures all courses will run over the next year at full capacity. Additionally, a regional Chief Taser Instructor was recruited in April 2023 with agreed regional funding to deliver a regional CED Training Licence and training plan.

Firearms

Activity in relation to firearms has remained steady over the last 12 months with 2717 armed authorities granted between January 2022 and January 2023, with the vast majority across the Birmingham areas. WMP continues to be the second busiest armed policing unit outside of London and, as per our Armed Policing STRA, we are planning for a rise in armed criminality and more complex armed policing operations.

Recruitment into the Firearms Operating Unit (FOU) over the last 12 months has been successful in surpassing armed uplift numbers into Armed Response Vehicle (ARV) role profiles with a current establishment of [REDACTED] officers across ARV and training functions. As a result of the MAI recommendations, we are increasing our Initial Tactical Firearms Commander capacity in Force Contact from [REDACTED]. Additionally, the fleet is being developed from [REDACTED] to provide us with greater agility in our marked and unmarked fleet and capability to deliver proactive activity within the LPAs.

The plan to [REDACTED] has been successful and we continue to work with the CT Network to upskill officers into those roles. Despite this, we are still [REDACTED]. Current establishment is [REDACTED] and [REDACTED] against an establishment of [REDACTED] and [REDACTED] respectively, with [REDACTED] officers predicted to leave in the next six months. There is a plan in place to recruit into these predicted vacancies and [REDACTED].

As part of our wellbeing offer, the FOU will be taking part in the Emergency Services Trauma Intervention programme (ESTIP), and training supervisors in being trauma aware due to the increase of trauma related incidents that they are deployed to.³² On behalf of operations, FOU are leading on injury prevention, rehabilitation, and diversifying fitness training to be supportive of diversity, inclusion and equality (DI&E) issues.

Forward Look

The organisation continues to be cognisant that threats can change and emerge rapidly and we will use our robust governance processes to identify these, assess the risk and implement mitigating action as required. We are mindful that our workforce is often exposed to what can be traumatic and stressful incidents and our wellbeing provision continues to improve to support colleagues affected.

National reviews and learning post-major events such as the Manchester Arena Inquiry and the Commonwealth Games respectively shape our service offer and we are committed to improving our preparedness and capability to respond operational demands.

³¹ See chapter 12 for analysis into our participation in the Counter Terrorism Unit.

³² For more information on how we support our workforce involved in these events and operations see chapter 2.

10: Knowledge Management & IT

Executive Overview:

Significant resource investment was made in 2022 allowing the department to expand service offerings to West Midlands Police (WMP) and enabling the implementation of the new technology strategy for the Force (Synergy).

The new strategy which has been recognised nationally as best practice sees a significant move from large technical change programmes and a re-focus on continuous improvement initiatives, seeing smaller and faster agile design, development and deployment. In addition, new capabilities including User Experience and additional Cloud Services are being introduced, both with a view to exploiting new systems and technologies.

Whilst existing resources across Information Technology & Digital (IT&D) were challenged with supporting a number of high-profile operations during 2022, including the Commonwealth Games, a clear focus on organisational priorities and associated governance meant that business as usual service levels were achieved, alongside the successful delivery of a number of new technical implementations, proving positive for the function with a high level of achievement.

Requests into the IT&D service desk was lower in 2022 and for the first quarter of 2023 but clear links can be made between this and the improvements in the live service support model offered to the organisation. Outside of an isolated peak in degradation of service, service requests have continued to fall, which is attributable to a continued focus on well managed change and release management, as well as more effective self-help tools.

The department will continue to re-assess, triage and prioritise requests for IT assistance, ensuring resources can be flexed to deliver against the digital ambition outlined in the technology strategy and aligned to the new organisation service level agreements (SLAs) for the new operating model.

Information Management

We have retained our "Outstanding" rating in a recent audit by the Standards and Compliance Unit of the Disclosure and Barring Service. The force has achieved this highest of standards in this area for the third consecutive year.

Data Analytics

WMP continue to benefit from our in-house Data Analytics Lab, utilising advanced data science methods to gain information from the plethora of data held by WMP (and gathered in the course of its day-to-day business).

Current and Future Demand

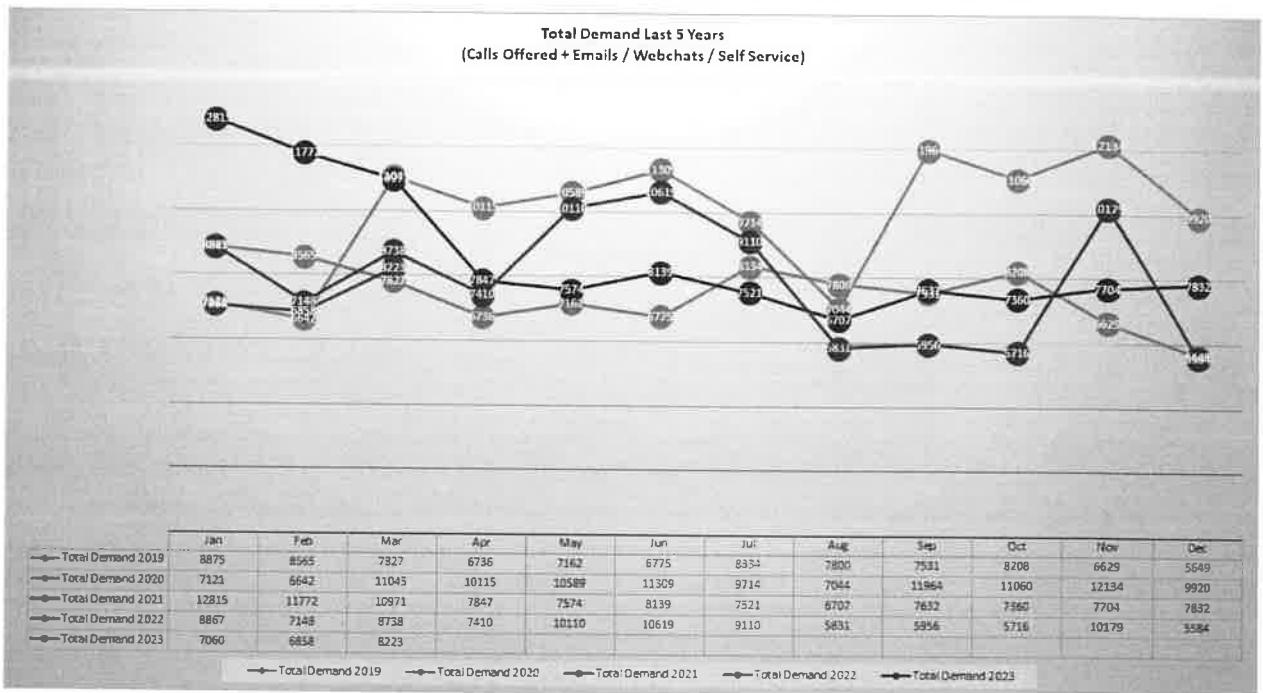
IT&D continues to proactively manage live service requests through proactive demand analysis and predictive analytic techniques. Requests for new technical development continues to be prioritised, managed and monitored via governance boards, recognised across the organisation, as fundamental to delivery of the technical operating model.

Live service

Live Service (BAU) demand within IT&D is categorised as:

- Request Fulfilment (for example need a desktop, new phone, access to a new system).
- Incident Management (for example a fault with a system or piece of equipment, password etc).

This demand is shown in the graphic; under the ITIL (Information Technology Infrastructure Library) framework, these monthly totals include both Request Fulfilment and Incident Management.



The total workload demand for 2023 is consistently low, in line with the trend shown in the previous year. March showed a slight exception but this was isolated to issues with two main providers; records management system, which, although a fully managed service, was subject to repeated service outages and, issues with the service reliability of the Internet provider. As these are high profile and usage services, which cause large pressure on the department when failures occur, notwithstanding the impact on operational policing.

There are a number of contributory factors to the overall reduction in general BAU requests for service:

- Consistent and well managed Change and Release Management processes and governance.
- Greater number of easily accessible self-help tools available to officers and staff, regularly attracting over 400 views per article per day.
- Additionally, there is a push towards visual aids, screenshots and the use of videos to aid this self-service process.

This demand is predicted to remain stable throughout 2023 and serviceability of this is expected to remain as per the current construct. The reduced requests for service and the increased opportunity around self-serve capability, has allowed the department to improve the Service Level Agreements (SLA's) offered to officers and staff, which is aligned to the needs of the new operating model, emphasising an enhanced focus on service improvements for officers and staff.

Departmental performance is reviewed on a monthly basis, and trends are highlighted to ensure reporting methods and self-help facilities are aligned. This involves the proactive deployment of new self-service tools or improved and updated knowledge articles. This monthly analysis facilitates the monitoring and management of any fault increases across live service, further aiding the predictive analytics used for effective demand profiling. The current performance picture includes:

- System availability - 99.85% (SLA 99%)
- Incidents resolved within SLAs - 92% (SLA 90%)

- Successful changes administered via Change Advisory Board - 98.58% (SLA 95%)

The Transition & Compliance Team manage the service levels and reporting for the department. As a technical department, IT&D are measured on how well live services operate against SLAs.

Next steps to improve overall service management levels are to resolve high priority Problem Records to remove elements of repeated requests. The departmental re-structure changes the approach to managing live service and provides additional capability to deal with a greater number of incidents in real-time at first point of contact.

Projects and Initiatives

IT&D launched the new IT Strategy for the Force (Synergy) in 2022 and this sees a departmental restructure and an uplift in capability with the introduction of new teams and functions. This will allow IT&D to meet the needs and ambitions of the future. The new strategy is focussed on six strands:

- Data First
- Facilitating Unparalleled User Experience
- Continuous Improvement as Standard
- Ubiquitous Connectivity
- Eradication of Technical Debt
- Platform for the Future

This includes a revision of the live service management aspects of the department and a larger focus on live service improvements, with an emphasis on first line fixes, as well as a move towards continuous improvement methodologies and development, all underpinned with a focus on user experience.

The use and application of operational mobile devices will continue to increase year on year and IT&D continue to invest in the ambition to provide front line officers with a mobile capability that allows them to access everything they need, in order to be fully mobile. In line with the new operating model, this offering now includes a new initiative which will provide laptops to all operational police officers.

Investments in Robotics and Process Automation (RPA) will continue, further driving savings in efficiency, costs and productivity across the organisation via the Centre for Applied Automation. The organisation has 23 automated processes with a full in-house capability for RPA development, including utilisation and performance monitoring to ensure each RPA is as efficient as possible - current error rates are running at 2.2%, industry standards set acceptable error rates at 20%, so the efficiency of our RPA is exceptional. RPA saved the organisation £550k in human hours during the calendar year of 2022-23.

WMP heavily utilises mobile technology - 9700 mobile devices are in use across the organisation and officers have access to over 150 Apps. Bespoke Apps are designed and built by the in-house design and development team and include a wide range of functionality, including the "Events App" which was designed as a multi-force briefing tool for organisation and mutual aid officers during the Commonwealth Games and is now in use for all WMP events including football matches.

It is still anticipated that the IT&D department will need to provide extended reality opportunities to train officers in complex scenarios and then expand this into front line situations by providing a technical environment where the organisation can exploit the internet to empower officers (situational awareness, smart equipment), and support an under-pressure workforce (such biometric wearables measuring stress levels).

As well as impact assessing the future pressure on the 'DESIGN' and 'BUILD' areas of the IT&D department, the current service operating model within the 'RUN' section has been reviewed. As part of this review the impact of moving to Cloud based services was assessed as part of the new

technology strategy an additional Cloud Services Team will be introduced as part of the departmental re-structure so that we have capability and capacity across both [REDACTED] and [REDACTED]. This not only ensures that the organisation is able to adopt the latest technologies easily, it provides infrastructure solutions that are entirely scalable and able to adapt to the need for large volumes of real-time data.

In relation to alignment to National Programmes; IT&D will continue to ensure that National Programmes are embraced and adopted when the WMP can benefit from improved economies of scale.

With the departmental re-structure IT&D will have the correct operating model to deliver the organisation's ambition and the new technology strategy, alongside front-line operational services to a high standard.

New technical design and development

The IT&D department are moving from technically supporting and developing elements of large, multi-year waterfall technical change programmes to a re-focus on smaller and faster agile design, development and deployment. This is in line with the new Technology Strategy for the Force "Synergy" which was launched in 2022. Specifically, we will be focussing on:

Unparalleled User Experience

Rollout of Laptop Devices to Frontline Officers, including a refresh of Remote Access Capability. IT&D are in the process of procuring and delivering new laptops to frontline officers which will remove the legacy desktop estate and enable (along with their Mobility Smartphone) a "Connected Officer" with the hardware required to perform their role – as agile as possible.

Situational Awareness/Viewing/Interview Capabilities ([REDACTED]) - Bringing in camera and phone video feeds live from the public provides great situational awareness capabilities into the Force Contact and Control Room capability. We are reviewing capabilities in this space to ensure a suitable product set for our officers and staff is available. Alongside this we are reviewing the benefits across other business areas (for example remote video interview capability without leaving police footprints on devices – supporting the most vulnerable in our society).

Continuous Improvement as Standard

Answering 101 - West Midlands Police is looking to improve response capability for the public on 101 non-emergency calls. IT&D have worked in partnership with [REDACTED] and a third-party supplier to build out a "101 Voice Assistant" based on [REDACTED] technology. "[REDACTED]" has been successfully demonstrated against test police data, and will support a small number of defined use-case (Automated case updates and Transcription of messages to the officer in charge of an investigation and general service pointing to self-server or other demand channels). All of this is a conversation with the member of the public (not Live Chat), using the latest technologies around National Language Processing and artificial intelligence (AI), including [REDACTED] and [REDACTED] Contact Centre technologies. WMP will be piloting [REDACTED] with live 101 calls over the summer for a two months period with clear closure and assessment of pilot. IT&D have submitted for National Science and Technology and Research funding to share this outcome to all police forces where applicable.

Facial Recognition via PND (More Automated) – WMP will be looking to improve the use of Police National Database (PND) Facial Recognition, streamlining the submission of photos via internal systems and making the process more 'automated' ahead of the PND Facial Recognition API. This will improve policing outcomes based on evidence gathered from a variety of sources.

Eradicate Technical Debt

Reducing the Debt - IT&D are continually looking to reduce Technical Debt (technology that has reached (or nearing) its end-of-life, whereby ongoing operation impacts on disproportionately higher costs and technical inflexibility). As such the following areas are being improved with either refresh or replace type capabilities: [REDACTED]

Ubiquitous Connectivity

Network (WAN) Refresh to SD-WAN – Replacing the WMP wide-area-network over the next two years to bring in the capabilities of a Software Defined WAN (SD-WAN) such as: Application Prioritisation, Cost Optimised Resilience, [REDACTED] to Cloud, 5G Rapid Deployment, [REDACTED] Service Access, Traffic Visibility and Encryption by Default on Transport. With the aim of providing an improved and more efficient service from the 'network' to officers and staff across the organisation.

National – Video Enabled Policing (VEP) - WMP will be looking to implement National Video Enabled Policing capability to assure video connections and improve witness care. The final decision for on-boarding is due to be made summer 2023.

Internet 10GbE Upgrade – Due to the increase in adoption of Cloud Based services (currently 30% of services are Cloud hosted) IT&D are improving the Connectivity Nexus within the Data Centres from 1GbE Internet to 10GbE Internet, ensuring a bigger, higher performing 'pipe' is available to provide uninterrupted consistent application access for officers and staff.

Confidential Platform National Access – [REDACTED]

Further Projects and Initiatives

Digital Forensics 'Password Tools' on Cloud – The Digital Forensic (DF) capability of password tooling (against seized devices) [REDACTED]

[REDACTED] IT&D have piloted using a cloud scalable solution which removes all of those barriers – and improves the speed of tooling. IT&D are therefore looking to scale this pilot into a production capability for DF users, thus providing a cloud native capability and removing legacy technical barriers around cost and hardware. This speeds up the digital investigation process which improves efficiency and outcomes.

Single Online Home (SOH) – West Midlands Police are reviewing the SOH position against our current local capabilities. IT&D will support WMP through transition to this platform (final decision pending spring 2023).

Movement to [REDACTED] Domain Name Serving (DNS) Hosting (and Health Benefits) – IT&D are consolidating Internet facing DNS services and moving to [REDACTED] DNS services which allows consolidation of capability with added benefit of External Health Monitoring. This allows IT&D to collapse separate external services, but improves the uptime and availability of our Internet facing services to our officers, staff and the public.

Containerisation – IT&D are leveraging container technology in cloud and looking to grow this capability so that "container by default" services from the supplier marketplace can be utilised. This technology allows additional abstraction from traditional server virtualisation and hypervisor technology and allows better alignment to DevOps deployment techniques and processes, which

enables the continuous improvement and newer development capabilities within the IT&D department. This increases the marketplace and software available to WMP, and allows for faster deployment of operational capabilities.

Uplift our Skills

Enterprise Skills Initiative (ESI) – IT&D are leveraging the existing ESI agreement with Microsoft to ensure that officers and staff have a plethora of Microsoft training available to upskill in [REDACTED] and M365 technologies which continue to grow in production usage. The ESI allows dedicated training across a myriad of areas, which is completely free, including certification exams. ESI adoption is championed by the Senior Leadership Team (SLT) as a continual investment in departmental staff, ensuring our future readiness.

Design->Build->Run->Improve – IT&D operating model is being adjusted under the new Synergy technology strategy, not only augmenting existing capabilities – but adding new capabilities within the department. The newer “Improve” arm of the department will ensure delivery of services is no longer linear, but a cycle and a responsibility for everyone to improve on the service provision for the organisation.

Workforce and Assets

IT&D currently have an establishment of 155, which includes 23 vacancies for new roles created as part of the departmental re-structure, increasing capability in order to deliver the new technology strategy for the organisation.

Wellbeing

IT&D continue to have levels of attendance that are higher than the organisation’s average, with attendance at 97%.

IT&D offer flexible working to the entire department and ensure wellbeing is proactively addressed. Staff engagement takes many different forms and is structured around the organisation initiatives, namely WMP Conversations and underpinned by the Force Strategy and Values and the new Technology Strategy. In addition, the department hosts an innovation event every 13th Week (named “week 13”) where staff are afforded time to innovate and improve their technical skills.

Principle changes in operating environment

There are a number of factors identified, which may impact capacity in the short, medium and long term and some of the significant items are addressed below:

- **Continuous Improvement** – There is an increasing need to design, develop and manage a greater number of tactical technical initiatives. With the completion of the large-scale change programmes, capacity will be centred on the ability and need to produce a large number of small-scale changes, using managed and efficient methods – thus having the ability to provide a responsive agile IT approach to the changing needs of the organisation. This is supported by the departmental re-structure and the planned introduction of a dedicated Continuous Improvement Team.
- **National Demand** - The number of new national initiatives and levels of demand is continually reviewed with organisation representatives sitting on national programme boards, as influencers and recipients of national delivery. The department remains committed to resourcing associated project activity and align in terms of delivery, where evident benefits exist for the organisation.

Gap Analysis

With the technology strategy (Synergy) and the departmental re-structure, IT&D are not anticipating issues with meeting future operational needs and have ensured that the new structure is flexible enough to cope with any future changes in organisational needs.

Information Management Volumes

The number of DBS sent continue to be under forecast and sent 5.4% more than originally budgeted for during 2022. Budgets are revised throughout the year to reflect the changes. The unit continues to meet the SLA and have received a quality assurance grade of Outstanding for the third year running.

Within Civil Disclosures there are some pressures on the subject access team. Performance against target is steadily improving and is expected to reach target within the next quarter. Plans are being made to improve processes following a Business Analysts assessment. The organisation routinely hits the Home Office targets for all Police National Computer update activities.

Implementing Information and Records Management Code of Practice

WMP is monitoring the progress of the new code which is currently with the Home Office before being presented to Parliament. WMP is monitoring progress and understands the principles and there are not thought to be areas of concern.

Data Analytics – Capacity and Capability and Approach

WMP continue to benefit from our in-house Data Analytics Lab (DAL), utilising advanced data science methods to gain information from the plethora of data held by WMP (and gathered in the course of its day-to-day business). The DAL consists of the geospatial team (who analyse geographical based data), a principal data scientist, four data scientists, two data engineers, a visualisation specialist and a value and business architect (who acts as liaison into the wider business). The team sits within the Intelligence function.

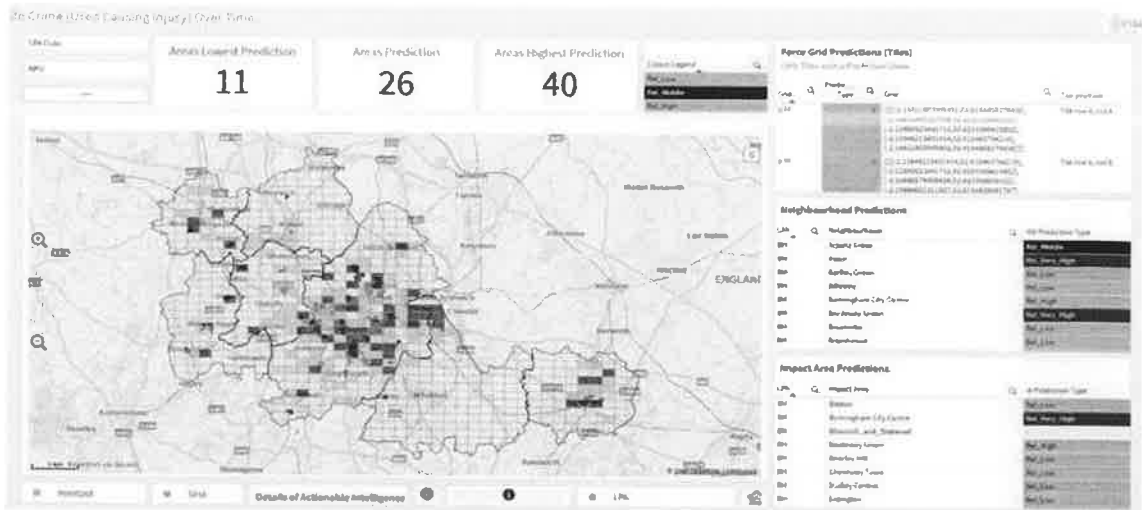
The DAL utilises a mix of methods, from exploratory data analysis, data mining, text mining and natural language processing and regression-based analytics through to machine learning approaches such as ensemble methods (XGBoost, random forests, multilabel classification), advanced time series analysis, various forms of neural networks and agent-based simulation. These approaches have been applied to a wide variety of business-related questions; from predicting whether nominals will become high harm (for use by offender managers) in order to reduce potential future levels of harm, analysing seasonal variations in certain crime types and predicting them for resource planning purposes, through ascertaining the most likely locations of future youth related knife crime to predicting likely levels of emergency and non-emergency requests for service likely to be received by WMP's Force Contact function.

As part of this, the DAL works closely with other departments, both in terms of the business questions received, the prioritisation of the subsequent projects as well as developing background coding for some projects undertaken by the Performance Team.

Case Studies

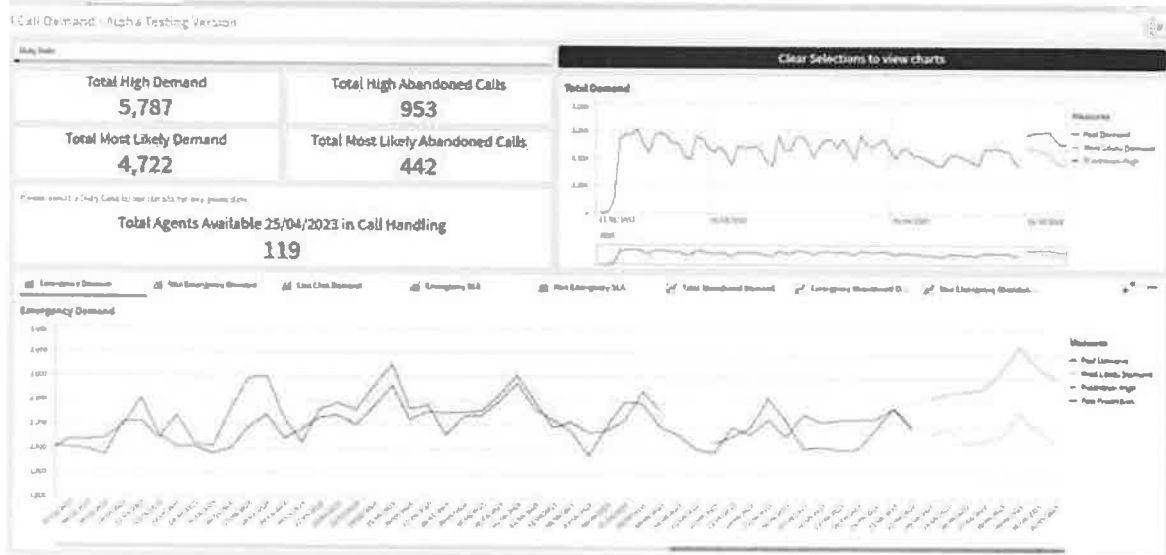
Violence:

The DAL have undertaken a number of projects looking at violence, from explanatory models of youth violence to predicting knife crime (used causing injury) and serious violence both spatially and temporally (where and how many over a short-term horizon of a month).



Predicting likely calls for service:

We continue to support Force Contact to help them plan their resourcing, given the pressures faced for both the emergency and non-emergency calls for service and the resourcing available. Statistics on the potential number of calls (and Live Chat) that could come in over the coming week and month as well as at an hourly level, assists the service to plan their resourcing.



11a: Force-wide Functions - Professional Standards Department (PSD)

Executive Overview:

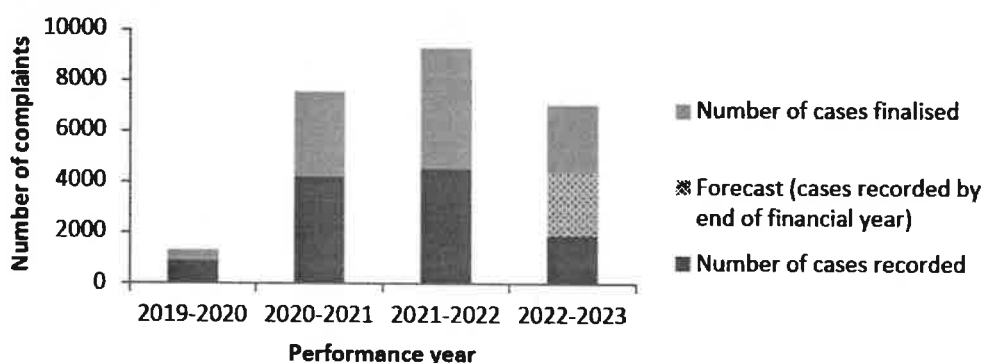
West Midlands Police (WMP)s Professional Standards Department (PSD) continues to deal with some of the most complex investigations. These investigations focus on learning and improving the overall policing service, rather than an exclusively punitive approach to errors and mistakes. The focus for the next 12 months is to continue to progress timely misconduct investigations. Consideration will be given to all of the learning and information from the Baroness Casey report, HMICFRS vetting review and historical data wash to continually improve our working practices and improve trust and confidence. Our new staffing and structures have allowed us to increase timeliness in investigations and complaints and understanding and use data to continue to develop innovative preventative approaches.

Current and Future Demand

Significant events relating to police officer criminality and misconduct, HMICFRS vetting, and notably the Baroness Casey report has raised awareness and generated significant work for PSD. Whilst the recent spotlight into the Wayne Cozens and David Carrick cases have been centered on the Metropolitan Police, it has generated activity for WMP with further reporting of complaints. Our operational response to Operation Hotton in WMP is Operation Santos to ensure that we are an organisation where the highest standards of behavior are demonstrated by all and where our values guide us to be the best at everything we do.

The Prevention and Intervention team have carried out significant work to raise awareness and to highlight misconduct and reporting mechanisms. This has seen the number of investigations conducted increase by 139% compared to the previous 12 months. Increased numbers of investigations have inevitably led to increases in the time taken for investigations, victim care a key priority to progress these cases.

The graph below shows how, year on year, the number of complaints has increased. The number of complaints recorded for 2022-23 is predicted to be reduced on 2021-22. This is believed to be a result of changes to processes after reviews and feedback. A significant amount of work has been undertaken to understand the detail of complaints and dissatisfaction and the development of signposting options on the complaints website to matters such as "track my case" is believed to be attributable to this predicted decrease.



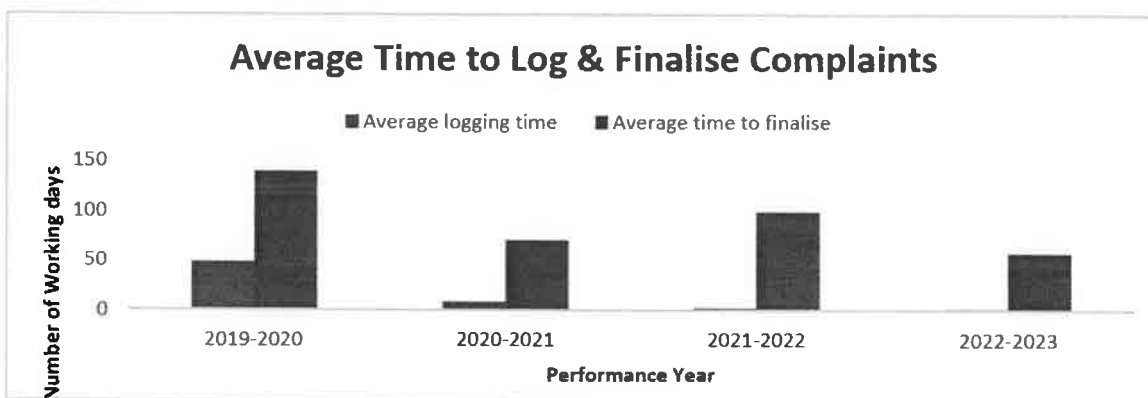
Operation Fairstay is the national historical data wash which has seen over 10,000 records returned for WMP to review by the end of September 2023. In addition, as part of the HMICFRS vetting report there has been a request to review historical cases to determine if they were dealt with appropriately.

Overall, the workload continues to grow steadily in PSD notwithstanding business-as-usual activities from the vetting process and Freedom of Information Act requests. As public interest has increased in policing standards, we have seen a larger number of FOI contacts requesting information.

Workforce and Assets

The department was fully staffed (104 FTE) around October 2022 in line with the Priority Based Budgeting (PBB) uplift but continues to suffer staff vacancies as a result of staff moves and has seen an increase in staff sickness. The number of continued cases outlined above has highlighted an organisational risk in relation to appropriate authority resilience. Recruitment is underway for a 12-month temporary contract to increase resilience in this area and overtime is being offered during times of exceptional pressure. This recruitment process was not successful; therefore, options are being considered to build Appropriate Authority (AA) resilience to manage the increasing workload of the team.

Despite some issues around resourcing and staffing challenges, the benefits of having a larger number of employees in PSD have started to be realised - in June 2022 the legacy backlog of complaints was completed. Complaint management and timeliness continues to significantly improve (see graph below). The department has a broad skillset in order to cope with the challenges and complexities associated with PSD – a mix of both staff and officers from backgrounds including the Public Protection Unit and Learning and Development.



WMP is supported by an Independent Advisory Group (IAG) who meet on a bi-monthly basis. This is comprised of community volunteers, including academics and other professionals who provide support and critical feedback to PSD and when requested, are actively involved in dip samples and scrutiny groups. This allows us to continue to learn and develop our in-house processes.

Projects and Initiatives

The department has implemented several ongoing improvement initiatives to be more efficient. Monthly performance meetings and data collection activity occurs so that any tasks adrift can be identified, and mitigations put in place.

In addition, work is ongoing in relation to prevention and intervention. The annual integrity health check online platform has been developed to ensure every member of staff is aware of the Standards of Professional Behaviours and relevant policies that are linked to this such as change of circumstances and business interests. Line managers are expected to have a conversation with individuals and appraise themselves via the online platform of the relevant policies and learning videos. At the end of 2022, a four-tier sexual harassment training programme was launched to inform and educate colleagues on acceptable behaviour in the workplace and how to report any harassment concerns. This work is supported by an online information hub, with Moral Courage training being rolled out to all WMP staff.

The Head of PSD chairs the bi-monthly Stakeholder Engagement Group (SEG). This is a meeting of staff association leads who meet to discuss concerns, trends and support and develop ideas for solutions. In the next few years, PSD will be exploring the use of AI (Artificial Intelligence) to automate some vetting processes.

Forward Look

Throughout 2023, PSD will continue to work as expeditiously as practicable to investigate all misconduct cases, albeit if the sheer volume and complexity of investigations (many require digital downloads) continue to increase at pace, then further resourcing may be required. The improved performance management means this will be identified before it can escalate. It is critical we remain timely and appropriate in our investigations to maintain trust and confidence from the public.

The department and our Organisational Learning Manager are disseminating the Baroness Casey report in detail and is cognisant that further national reports and recommendations are likely to come over the course of 2023 and 2024. If there are any immediate recommendations the organisation can take to improve its systems, culture or processes surrounding police conduct then we will be quick to act.

The PSD model is under review by Design and Delivery board to consider opportunities for new ways of working. An option for consideration is the investigation of criminal matters involving West Midlands Police staff as well as the current model of on duty conduct only. This review is in the early stages but should be complete by summer 2023. This option would require further resources for PSD with all criminal and conduct matters investigated by one dept – PSD.

11b: Force-wide Functions: People and Organisational Development

Executive Overview:

West Midlands Police (WMP) have continued to be dedicated to building a culture which supports, encourages and enables colleagues to be the best they can. This is driven by our focus on enabling colleagues to own their own professional development and open opportunities to enable them to be successful.

Now that we have achieved our uplift requirements for police officers, we are keen to ensure WMP is seen and felt to be an employer of choice through the breadth of HR and organisational development activities. In particular, we are focusing on retaining the wide range of talent we have amongst both police staff and police officers. We are continuing to work on increasing diversity in our teams as well as looking at other on-boarding opportunities such as a wider range of apprenticeship programmes.

We continuously review and improve our ways of working to ensure we can support all our colleagues in the best way possible to meet current and emerging needs, with a strong focus upon performance management.

Introduction

The People and Organisational Development Directorate has an establishment of 570.6 FTE with a strength of 524.5 FTE. The Directorate is split across five departments;

Diversity & Inclusion - A core team focuses on developing and implementing both internal and external fairness and belonging strategies as well as overseeing an extensive Voluntary Chaplain network.

Learning & Development – This department includes Uniform, Leadership, investigative and IT training as well as student and work-based assessments and talent development programmes.

People & Wellbeing – This department includes functions covering People Partners, Employee Relations, Occupational Health and Wellbeing (covered in chapter 2).

Shared Services – Shared Services provides transactional services covering payroll, pension, purchasing, duty management, hire to retire, secretariat, vehicle recovery and local service delivery as well as having a front facing Customer Service team, Health & Safety and Digital Services development teams.

Workforce & Resourcing – This department is responsible for Citizens in Policing (volunteers, cadets specials, princes trust), Engagement, Recruitment & Onboarding, Reward and Workforce Planning.

	Establishment	Strength	Vacancies	Vacancy rate
Diversity & Inclusion	7	8.7	-1.7	-24.3%
Learning & Development	225.6	224.9	0.7	0.3%
People & Wellbeing	70.6	61.7	8.9	12.6%
Shared Services	188.1	164.3	23.8	12.7%
Workforce & Resourcing	79.3	64.9	14.4	18.2%
Total	570.6	524.5	46.1	8.1%

The organisation is currently operating with a police staff restriction on recruitment whereby some roles remain vacant. This in turn means that departments across the force are currently running with slightly higher police staff vacancies than is normal practice.

Current and Future Demand

At the time of writing, WMP has met its establishment requirements for the Uplift Programme with 1881 student officers at various stages of training. Their onboarding and induction processes are ongoing, and the entire function will remain busy through 2023-24 ensuring that police officer numbers are retained as well as growing Special Constable strength and maintaining police staff and Police Community Support Officers (PCSOs) against agreed levels. Attraction and retention will be key to this as the external labour market continues to be competitive with limited candidates and the cost of living driving an increased salary expectation. Pay is not the only influential factor affecting our ability to recruit and retain talent; leadership, development, culture, working conditions and WMP's future finances continue to influence our talent pool, requiring creativity in the way that we support and advise leaders. The Workforce & Resourcing team will be implementing two new entry routes in the first quarter of 2023-24 with both an IPLDP+ entry route and a re-joiner scheme being implemented.

The entire POD function has experienced high levels of service activity over the course of 2023 as they balance delivery of the Uplift programme, with designing and embedding the structural changes of the new Local Policing Area (LPA) operating model along with other organisational change programmes impacting police staff.

The L&D team are currently completing a thorough training needs assessment of all seven LPAs to understand learning requirements and any other support that can be offered to the organisation as it embeds the model and upskills our less experienced and newer employees. The scoping work is in progress so it is unknown what L&D requirements will look like, but this offering, depending on the financial funding available, may include signposting to external training courses, train the trainer, development of bespoke internal learning products (self-directed, virtual, classroom or a blend) or in some cases a simple communication briefing. It will include a significant increase in core skills training for LPA officers in key skills such as driver training and method of entry.

During this time, a new higher education institute provider needs to be procured for the Policing Education Qualification Framework as the existing contract with Staffordshire University has concluded. The design and launch of this will take place over the next 12 months and the L&D team are preparing a plan for how we will temporarily manage two concurrent learning providers as the existing Staffordshire University cohorts (circa 1500 students) complete their training programme.

Further activity has been generated as the team review and embed new curriculums such as Personal & Public Safety Training.³³ WMP is currently reviewing the recommendations and mandated requirements of this new curriculum and developing an action plan so that we can continue to be licensed as a training provider. The organisation is defining and developing its learning approach to investigations and how we evolve the skills within Investigative functions.

Workforce and Assets

Force-wide Representation

As the West Midlands region has a high proportion of young people, our workforce age profile is becoming younger and with the uplift we have more officers who have worked with us for a shorter period of time (see table below).

³³ There is also a workstream for Taser training and licensing – see chapter 9 for more information.

	April 2019	April 2023
Average age of an officer	40.6	37.7
Average length of service of an officer	14.6	11.3
% of constables with less than 3 years service	10.8%	34.9%

During the period of uplift, we have recruited 498 new police officer colleagues from ethnic minority groups which is circa 18.5% of all new police officers. This is a proportionate increase of over 37% in the past five-year period, as demonstrated in the table below. Representation across all staff types has increased over the last 12 months with special constables and police officers showing the greatest increases (2% and 0.8% respectively).

	Ethnic Minority Group %					
Staff Type	Dec-22	Jan-22	Jan-21	Jan-20	Jan-19	Jan-18
Police Officer	13.70%	12.90%	11.90%	11.00%	10.50%	9.60%
Police Staff	17.70%	17.10%	16.00%	15.30%	13.70%	13.10%
PCSO	11.70%	11.10%	12.20%	13.60%	13.70%	12.60%
Specials	29.20%	27.20%	30.00%	29.10%	27.00%	27.20%
Force Total	15.30%	14.60%	13.70%	12.90%	11.90%	11.10%

Despite a continued focus on representation in our attraction and pre-boarding activities, further work is required to achieve the Police and Crime Commissioner's (PCC) ambition of 1,000 new police officers from an ethnic minority background by the end of March 2025. As part of our diversity, equality and inclusion ambitions, a diversity calendar has been created which identifies the key events WMP will promote. This will enable colleagues to learn more about different cultures, religions and practices so that they can be more understanding of each other.

The recruitment of Special Constables is continuing alongside uplift recruitment of regular officers with Specials intakes planned every two months. In the last 12 months the organisation has recruited 77 new officers (21% ethnic minority and 33% female) with a further 48 officers scheduled to be recruited before the end of the financial year.

Learning and Development (L&D)

The L&D team benefit from a low staff turnover and vacancy rate with a mixed economy of 50/50 staff and officers. Recruitment is ongoing for various roles as the workload of the function continues to grow. Four new roles under a manager are being recruited for as we apply to become an accredited apprenticeship employer provider and they will be responsible for the delivery and governance required to support the learners involved. The financial levy available provides the opportunity to deliver a wider range of apprenticeships to upskill our people. Funding has been agreed for ten further driver trainers to deliver the Tactical Pursuit and Containment standard for all firearms officers. With a greater number of trainers, there will be a requirement in 2024 and 2025 to increase the number of evaluators so that we can effectively quality assure them.

As part of the changes to our operating model, student officer rotations can now be influenced by local leadership and the operational focuses of their area. This will continue to be done in a way that ensures every student officer meets the required operational standard. The Student Assessment and tutoring teams have amended their operating procedures to ensure that they can still track and

manage students and support both the LPA leaders and student's progress towards full operational competence. WMP has clear governance in place for all matters relating to student officers. There is a Student Officer Operational Delivery Board, attended by practitioners from across the whole organisation who have a stake in the student officer programme. This is overseen by a Strategic Student Welfare and Performance Board attended by senior leaders. Learning and Development chair both governance boards, which are attended and supported by representatives from all core operational departments who have students on their establishment, workforce planning, Police Federation, recruitment, diversity and inclusion (D&I), finance and IT.

The Student Support team comprising of three staff members are a dedicated resource available to support our Student Officers during their development, signpost them for academic, professional or personal advice and upskill line managers on how to best support their students. They have a case management structure in place to formally meet with the minority of students who may be unwell, underperforming or are in the misconduct process. The number of students within case management fluctuates month to month from 250 to 300 students.

Following five months working with the Ernst Young consultancy, the Blended Learning Academy has now concluded its recommendations. The outcome is that the team is better trained and more knowledgeable on how to maximise the efficiencies of a blended learning approach while maintaining a high-quality training course. We have external resilience whereby certain courses are delivered by external providers. The focus into 2024 is to embed this in the wider organisation as the move to a more blended approach will result in less abstractions, and training that is more easily accessible.

Projects and Initiatives

Recruitment

To achieve our recruitment targets a Gold group has been in place since April 2021 to review progress performance and risks, discuss initiatives to implement. These approaches include:

- **Recruitment Ambassador Programme:** With a fully resourced Outreach team and a refreshed strategic approach is being launched to attract a new group of internal Recruitment Ambassadors for 2023. The approach will focus on the importance of the role and providing them with the tools to become advocates both internally and externally. Ambassadors will be provided with the Go To Guide (Mobile App), providing colleagues and ambassadors with Quick Guides and FAQs to provide knowledge on the go. The application provides an interactive tool to help colleagues have meaningful recruitment interactions in their day-to-day duties. If eligible for a PC entry route, colleagues can take details from members of the public which are then sent directly to our recruitment team who will progress the conversation.
- **New social media campaign:** To continue maximising the advantages of social media, the recruitment team have created a new and engaging campaign with some of our student officers highlighting the importance of representing the communities they serve and the value this brings to both WMP and the community. The recruitment team have partnered with Corporate Communications. to work with social media influencers who have created specific content to reach under-represented groups.

Learning and Development

The "Redefining our Learning" project is still ongoing and aims to deliver our vision for learning, where colleagues own their own development. Successful completion of these project deliverables will modernise how learning and development is delivered and accessed, create an innovative and digitally enabled, learner centric organisation and focus on understanding and pre-empting the skills needed to develop the workforce of the future. The project has six revised key workstreams as outlined below.

Objective		
1	Student Officers	To work in partnership with both external and internal stakeholders to design and deliver efficient, effective and successful student officer pathways, through all available entry routes, from onboarding throughout the entire student journey.
2	Operating Model Charges	To capture the training and learning needs that the new force operating model will bring and to respond and be flexible in meeting that demand. Additionally to review and amend demand profile for each course/piece of learning, to ensure we provide the right training to the right departments in the right numbers
3	PST / Physical	To create suitable space to deliver PST, mitigating the loss of Harry Mitchell Leisure Centre from the estates, in a way that allows us to deliver effective, efficient and sustainable PST training to staff across the force
4	Tally Ho / Estate	To create a centre of excellence for the delivery of learning on the existing Tally Ho site To provide effective and efficient delivery in line with the Redefining our Learning Strategy
5	Tactical Training / Cosford	To facilitate the move of Tactical Training from Cosford to Tally Ho site, whilst maintaining training provision and ensuring future training is fit for purpose, effective, efficient and sustainable
6	Technology	To understand the technical requirements needed to deliver the "Redefining our Learning" strategy and to identify the tools to support the delivery

Retention

A retention process is in place for all officers who resign either to transfer to another Police Force or leave the service. Each officer who submits their resignation either has a retention interview with a member of the Employee Relations Team or, for student officers, this interview will take place with the student support team. During this conversation the reasons for the resignation will be discussed and the support team will try to determine if any mitigations or support can be put in place to retain the officer. This approach has seen some success with an estimated 35% of student officers participating in a retention interview retained, whilst for substantive officers it is much lower at around 5%.

To further retention opportunities, an approach is being investigated to offer the opportunity to officers with 30 years-service to remain with WMP as a serving officer, following a short break in service, because of changes in pension rules. This will be a targeted initiative focussed on key skills and will likely be delivered in May 2023.

Despite the existing retention process being in place for over 12 months the attrition rate for police officers has increased over the last year (from 4.7% in November 2021 to 7.0% in November 2022) with retirements continuing to be the main reason for leaving as shown below. However, resignations have increased over the last 12 months. This is in part due to the students and the expected increased attrition rates at the early stages of an officer's career.

	Retirement	Transfer Out	Resignation	Ill-Health Retirement	Other Reasons	Grand Total
Police Officer	44.6%	14.8%	30.4%	7.1%	3.1%	100%

Attrition rates have increased for Police Staff and PCSOs over the last 12 months from 10.6% in November 2021 to 13.6% in November 2022 for Police Staff, and from 15.6% to 20.4% for PCSOs. This has been driven by both a stronger labour market than 12 months ago and the cost of living crisis

which is leading staff to seek and secure higher paid roles elsewhere. It should be noted that a proportion of PCSOs and police staff attrition is driven by resignations to become a police officer.

Staff Survey

The latest WMP-wide survey, “Your Voice Matters”, closed in November 2022 with a participation rate of 34.3%, which is 4208 responses. The participation rate was down compared to the 2020 survey which had a participation rate of 44%. The results of the survey showed a reduction in favourable responses across all themes measured within the survey. My Manager and Inclusivity showed the highest favourable responses, 66% and 64% respectively, with a further 19% and 18% of staff neutral in their responses. The lowest scoring theme was Leadership with 43% of responses favourable however, a further 36% of responses were neutral. Senior leaders are currently reviewing results with their teams and working with them to put action plans in place in response to the feedback received.

Talent Management and Succession Planning

As part of our strategic approach to talent management, succession planning and organisational performance management, we have developed a range of bespoke, best-practice models to enable the identification and management of talent and successors into key roles. Implementation will be phased, focussing initially on the senior and most difficult roles to recruit.

Managers and POD colleagues will be upskilled to identify and develop talent for roles enabling a focussed and strategic approach to talent and performance (both organisational and individual). Information and data from the performance management and development plans will be used as part of succession and talent identification processes. Colleagues will be encouraged to develop with support from their line managers to achieve both personal aspirations as well as operational needs. These processes are governed by a newly established Strategic Talent Board, established to have oversight and accountability of key talent processes across various departments including talent attraction, talent identification and talent development.

Performance Management

We are dedicated to supporting colleagues to perform at their best. As part of our informal approach to performance management, WMP Conversations, managers and individuals are encouraged to have regular conversations about performance and development. Training and development needs are recorded as part of this process. For the performance year 2022-23, 75% of employees had objectives recorded and to date over 13,000 regular conversations have been recorded. Development planning will become more streamlined with the introduction of our new “Oracle” tool to support performance and talent, it will allow individuals to create and monitor individual development plans as well as report centrally to identify and meet training needs. The tool is being introduced over 2023 and will see further development and integration with wider people and talent activities.

Our recognitional portal continues to be utilised by managers and colleagues to share positive feedback and recognition over a digital platform.

The Reward and Wellbeing teams continue to work collaboratively to build and develop the cost of living portal that was launched in autumn 2022 and provides all staff with information on benefits that can be drawn via several platforms including ‘Vivup’, an external employee assistance provider. The portal provides links to external websites and apps that provide cost saving tips. In addition, the team are developing a total reward statement later in 2023 to assist colleagues in understanding the benefits that they currently receive.

Other Workstreams

The WMP intranet is evolving to complement the new local policing model and the entire organisation is migrating to Microsoft 365. It is now on a bespoke SharePoint site with dedicated pages for each LPA. In collaboration with IT and Digital, the POD function are exploring further developments to improve how we communicate key messages to our workforce.

We are working collaboratively with IT&D to scope a project that is intended to improve the functionality of our internal systems such as MyTime to ensure compatibility with other systems and provide the capability to record and track operational skills and training qualifications. This is particularly important as we fully embed our new operating model and change who and where we deploy our workforce.

As part of our digital technology investment and focus upon improvements in data driven decision making, we are exploring the possibility of a dedicated system to log and manage employee relations cases.

A multi-disciplinary task and finish project team has recently been set up to review the grievance process and its interdependency with Professional Standard Department investigations into misconduct cases. The aim is to ensure a careful balance between treating colleagues (whether the subject of a grievance or the person raising a grievance) with fairness, respect and dignity whilst processes are underway, whilst ensuring that behaviour or conduct that falls short of that which is expected is addressed promptly.

Forward Look

As part of the new West Midlands Police Strategy, one of our ambitions is to be an employer of choice. This will assist us in working towards achieving our workforce diversity representation ambitions as an increasing number of people in the community want to work for and with us. Therefore, over the coming years the function will be focussed on delivering the workstreams detailed in this chapter that contribute to this goal.

Any national or regional reviews or further recruitment requirements from the government may generate workload activity that is unaccounted for. The organisational governance and risk management processes provides a framework identify where the People and Organisation Development function may be pressured beyond capacity and ensure mitigation actions are put in place.

11c: Force-wide Functions: Corporate Asset Management

Executive Overview:

A new Environmental Strategy, based on best practice, has been launched for the period of 2022-27 which details how over the next five years we will build on our existing approach to sustainability, modernise our estate, further electrify our fleet and engage our supply chain. These activities all progress towards our ambition of Net Zero by 2035 and they necessitate proactive working with our partners in emergency services and with regional and national stakeholders. In addition to Environmental Strategy, the Corporate Asset Management team have made significant progress in a short period of time to adapt our estate and fleet for the new operating model and this activity will continue into 2024.

Property Services and Estate Management

The Estates Strategy is currently under review as we understand and embed estate and property service requirements for the organisation's new operating model. West Midlands Police (WMP) has five Demand Champions whose role is to speak with leaders and gather requirements. Based on what financially and practically can be provided, they will then inform the CAM team who will then create a plan for the delivery and consult with enabling functions such as IT and Digital (IT&D) and be responsible for the health and safety risk assessments. It is already known that the ambition is to increase our canteen facilities across five sites and the team are collaborating with procurement to identify a supplier. Similarly, the team are mindful that the increased occupational density in the estate will likely increase pressure on cleaning services and building equipment.

Meanwhile, a number of workstreams remain ongoing or completed to increase efficiency and effectiveness. The completed refurbishment and re-population of Summerfield, Low Hill, Bilston and Moseley police stations has concluded and work has begun at Edgbaston Police Station. Recycling facilities have been enhanced at the estate in Coventry and Solihull with work agreed to look at other sites during 2023. Work continues with a number of co-locations, land purchases and estate disposals. This has included the recent sale of Kingstanding Police Station and the opening of Stechford and Bloxwich custody blocks. Over the summer of 2022, the organisation's new command and control centre (C3) was fully tested and successfully acted as the Multi-Agency Command Centre where representatives from all emergency services and the military were co-located. It has been decided to move away from our contract with DHL for the National Uniform Managed Service and a plan is in progress to bring this in-house. We now have a newly created logistics functions which will manage the centralised evidential detained property and the fitting, supply and management of uniform within the fleet department.

WMP has completed a utilities audit for energy and water with Axiom to establish and implement any opportunities for efficiencies in billing, which will consequently generate some substantial savings that may offset some of the increased price of energy. An internal working group was established in early 2023 with representatives from shared services, CAM and finance to work through Axiom's recommendations for continual improvement in this area.

As part of Priority Based Budgeting, to increase operational effectiveness and financial efficiency there is a planned structural change to the CAM function whereby property and estates management will merge in 2023-24. Co-partnering with other organisations is another opportunity that WMP is exploring to share responsibility for part of an estate building and we may utilise this for areas in the estate that are particularly pressured following the new operating model.

Fleet Management

There has been a high volume of work in both the short and long-term within Fleet Management as the organisation updates its asset systems and prepares for the electrification of the fleet and the required accompanying infrastructure. Within the next 12 months WMP is increasing its fleet size by 5%, totalling 60 vehicles that will need maintenance and repair engineering work. The team is in a good position to manage this surplus with competent technicians and as we increase the number of electric vehicles in our fleet there should be less maintenance required and should offset this 5% increase. However, the organisation is cognisant that the technology and infrastructure associated with electric vehicles continues to develop. Therefore, until the scoping phase for the electrification of vehicles is fully completed, the funding requirements remain unknown.

In addition to the electrification workstream, the Data Analytics Lab (DAL) have been commissioned internally to use big data and telematic information to better allocate vehicles. It is hoped that the project, once delivered, will enable the organisation to influence driver behaviour more effectively, reducing crashes and using less fuel and therefore reduce pressure on the engineering technicians to repair the fleet.

Other Environment and Sustainability Projects and Initiatives

The Police and Crime Commissioner's (PCC) Office have provided funding for a consultancy to baseline our greenhouse gas emissions. A roadmap will be created to demonstrate how we progress and monitor performance of the organisation towards Net Zero by 2035 and is currently in the tender process for appointing a consultant. This piece of work will provide a clearer understanding of the resource and funding requirements and therefore enable senior leadership to decide on workstream priorities.

The review of existing recycling provision has identified priority areas where improvements can be made within existing contracts and to facilities and communications and this will be an organisational focus in 2023. The Greener WMP hub was launched in October 2022 and continues to be updated with educational material for colleagues such as energy awareness information so that they can make a direct impact.

The Environmental Strategy is governed by a working group comprised of subject matter experts and interested enabling colleagues. Progress against the key workstreams (Resources and Waste, Mobility and Travel, People and Policy, Sustainable Procurement, Low Carbon and Sustainable Estate) are tracked via a project register and are reported to the Buildings Portfolio Board quarterly, chaired by the Assistant Director of CAM. There is an Environmental Champions Network group set up in Teams, which has just over 130 members, comprised of staff and officers from across the Force who have an active interest in environmental improvements and initiatives. The purpose is to share information and facilitate discussion about applicable current events such as training opportunities, new research and local ideas.

We will be looking to continue other activities such as the administration and management of the Environmental Action Fund during 2023-24. This is a local initiative whereby members of the Force community can receive funding to support an idea that will improve the ability of policing to be more sustainable and environmentally friendly. A further workstream that will be developed over the next year is the management and emergency preparedness in relation to pollution risks. We will continue to work with BlueLight Commercial on the national environmental workstreams and we have agreed to be one of the pilot forces within the national Chartered Institute of Public Finance and Accountancy's (CIPFA) "Achieving Finance Excellence in Policing Sustainability" working group.

Forward Look

Over the next five years the organisation's focus is to see our emissions falling and de-carbonise, to reduce waste and embed sustainability within our organisation.

Financial investment remains crucial to the successful delivery of the various Corporate Asset Management workstreams and achievement of the Net Zero target by 2035. The operating model is likely to increase budgetary requirements and workload placed on the CAM function however the ambition is to offset these costs with efficiencies generated in other workstreams. The organisation continues to explore the availability of external funding, albeit the bidding processes can be time-consuming – being one of the pilot forces on the national CIPFA sustainability workstream as part of the national Achieving Financial Excellence in Policing programme will assist this.

12: Collaboration

Executive Overview:

As identified in the most recent PEEL inspection, West Midlands Police (WMP) maintains mature and well-established collaborations that need to be resourced appropriately so that they continue to function effectively. These include Legal and Forensic Services, Counter-Terrorism, Central Motorway Policing Group (CMPG) and the Regional Organised Crime Unit (ROCU). As one of 2023-26 Strategic Goals, we continue to explore further opportunities to maximise the impact of statutory and other partnership activities to better serve the public.

Legal Services:

The Joint Legal Services (JLS) partnership between West Midlands and Staffordshire Police Forces continues to experience high workload and key areas are outlined below:

- **County Lines** – As part of the Home Office County Lines Programme, WMP have been identified as one of the four major exporting force areas in the UK and as a result play a key role in government's target to close 2000 lines by March 2025. For WMP civil injunctions, The Drug Dealing Telecommunications Restriction Orders and other preventative orders have been proven as effective disruption tactics in 2022-23, having achieved a large number of civil injunctions, county court undertakings and closure orders. JLS recognise the priorities in this area and the need to resource activity, in April 2023 we appointed a qualified lawyer to lead on all aspects of legal work associated with tackling county lines.
- **Proceeds of Crime** – we have seen an increase in high value more complex Account Freezing Order applications by 77% for WMP and we anticipate this as a growth area. With an increase in value and complexity applications being challenged more vigorously, respondents often have means to instruct specialist counsel. This can in turn increase legal fees for the police adopting the equality of arms principle. JLS will ensure that our case plans for these types of cases specifically address legal fees, risks and advice on proportionality. As a growth area for the organisation we understand the financial benefits to the force forfeiting the proceeds of crime and as a result maintain appropriate staffing levels to meet operational demand.
- **Child Protection work** has seen a significant increase, 275% from the previous year. The aftermath of the pandemic has not only increased the number of care proceedings but increased pressures on the Local Authorities and the Courts to conclude proceedings faster. This has increased pressures to progress disclosure within shorter time scales. JLS have experienced an increase in associated hearings. Whilst its anticipated work in this area will stabilise, JLS play a key role in maintaining the reputation of the Police Services we represent in proceedings.
- **Violence and intimidation against Women and Girls (VAIWG)** - The previous year has seen the organisation prioritise tackling violence against women and girls by way of monitoring and increasing the number of civil preventative orders such as Stalking Protection Orders, Forced Marriage Protection Orders and Sexual Offences orders. The Super Complaint on the police response to stalking has been assessed as eligible by HMICFRS, the Independent Office for Police Conduct (IOPC) and College of Policing. WMP have injected funding into the Early Awareness Stalking Intervention (EASI) team into the Public Protection Unit (PPU) with a specific objective to increase Stalking Protection Orders. This will have a direct impact on JLS to provide advice, procedural guidance and make the application for orders. This year we saw a 50% increase in new matters across both WMP and Staffordshire Police but we anticipate this will at least double.

- Anti-Social Behaviour (ASB) - As part of the government's Anti-Social Behaviour Action Plan both West Midlands and Staffordshire Police are involved in the pilot. We have already seen an increase in the West Midlands with regards to closure orders by 35% but we anticipate a further increase as a result of the pilot by use of civil preventative orders such as closure orders as an effective tool to reduce ASB.
- Protest - the Department has identified the learning and best practice arising from Commonwealth Games and the recent Conservative Party Conference to ensure lawyers are able to advise both forces on the latest changes to public order legislation. This is important given the continued rise in protest particularly arising from groups like Just Stop Oil and Extinction Rebellion.
- New Operating Model – JLS has supported in legal advice around the implementation of the change programme for West Midlands Police.

The combined strength of two Police Services enables the partnership to flex resources more efficiently to where the areas of operational need. The partnership is governed by the Staffordshire and West Midlands Police Collaboration Board to ensure there are adequate resources to meet the current and future work pipeline. There are some ongoing vacancies currently which is linked to the national labour shortage of Police Lawyers but these are expected to be in post by May 2023. To support recruitment and retention in the legal services sector, we continue to explore apprenticeship and trainee lawyer opportunities and have gained funding for two apprentice posts through Staffordshire Police. Additionally, JLS has external resilience as provided by the National Legal Services Framework.

Counter Terrorism Unit:

West Midlands Counter Terrorism Unit (CTU) continues to maintain appropriate capacity and capability to protect the communities of the West Midlands region from terrorism and to play its part in delivering the Government's CONTEST strategy.

The current and future threat faced is assessed to be complex and diverse. Parts of the threat emanate from a broader range of ideologies and are becoming increasingly more difficult to detect with self-initiated terrorists being inspired online. Individuals are able to move from planning to attack phases with greater pace, providing less potential intervention points. Collaborating with a range of partners continues to be at the heart of the response to counter the wider threat across the whole of the CTU operation.

Preventing or diverting young people in particular from being drawn into terrorism and violent extremism remains a key priority. The unique contribution CT policing makes is enabled by maintaining strong relationships with professionals involved in other safeguarding work, within the wider policing family and other sectors to achieve its priorities.

There are a number of focussed activities with a range of other agencies to increase the protection and security of our communities, public places, critical national infrastructure, including those who are potential terrorist targets, with new legislation informing part of our future response.

Over the past five years, CT Policing and UK Intelligence Services have disrupted 37 late stage terror plots but attacks can occur at anytime, anywhere across the country, without warning. Our preparedness, especially with other blue light services remains imperative. This is supported by a mature learning, testing and exercising system across CT policing and other essential partners. This programme of exercises is intended to enable the region to respond and recover effectively across a range of attack scenarios.

Forensic Services:

West Midlands Police have a successful collaboration with Warwickshire Police to deliver a dedicated provision of forensic services. Regular reviews take place in conjunction with Warwickshire Police to assess performance and ensure the service offering meets the needs of the Warwickshire citizens but not to the detriment of our own forensic services within the West Midlands region. A strategic review board is chaired by Director of Commercial Services, West Midlands and attended by Assistant Chief Constables of Crime for both West Midlands Police and Warwickshire. This review provides assurance that the requirements of Forensic Services continue to be met under the Section 22a agreement, that all anticipated benefits are being realised and that the cost and pricing arrangements under the finance protocol remain appropriate.

A second key partnership is with Warwick Manufacturing Group part of Warwick University who provide micro-CT scanning and scientific research. West Midlands Police provide funding into a research hub and research professors and fellows. This is an internationally recognised partnership that has advanced the significance of micro-CT scanning for use within homicide investigations. This research hub has now been used by over 27 Police Forces and has provide expert evidence in support of pathologists, paediatricians and histologists in over 250 cases. Over the next year, it is hoped that a successful STAR funding be awarded and will see this partnership extend to include an additional university and pathology unit and research the use of micro-CT scanning and pathology in sudden death of infant cases.

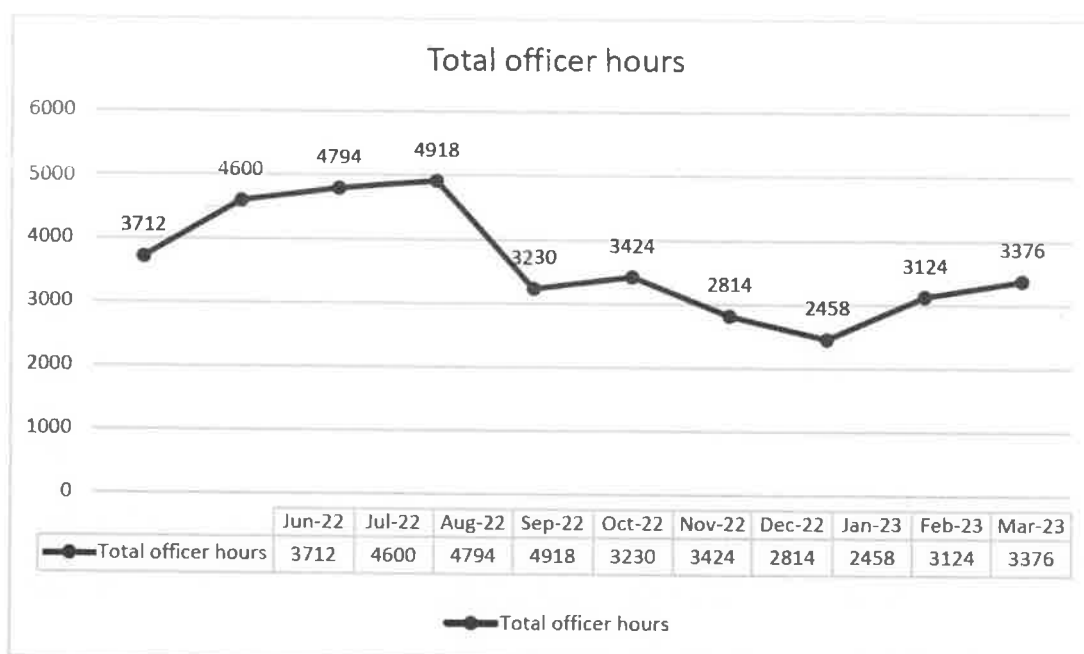
The Forensic Marketplace continues to be a concern and in order to provide stabilisation, West Midlands Police followed national recommendations and joined the next generation procurement, a collaboration of 23 Forces using same framework for the external procurement of forensic services. West Midlands Police are committed to working closely with the contracting authority Blue Light Commercial to ensure a long term stable and sustainable marketplace.

National collaborations continue with both Forensic Collision Investigation Network and Forensic Capability Network. West Midlands Police supported the recommended FCIN option and will therefore look to sign the newly released Section 22 agreement. Whilst committed to national coordination capabilities, evidence of delivery and added value will need to be demonstrated in order for WMP to fund, it is currently a concern that there is no identified host Force and no real clear indication of Force contributions.

Right Care Right Person:

As referenced throughout this document, members of our community suffering with ill mental health continues to increase pressure on policing and our partners. WMP spends over nine times the amount of time on Section 136 bed watches than the Mental Health Codes of Practice suggests we should.

During the period June 2022 to March 2023, we have had a total of 1926 detentions this is an average of 192.6 incidents per month. In this time period we spent an average of 3645 officer hours per month on bed watches which is an average costing of £212,394.15 per month.



In comparison, if police officers were released within the hour the total would have been average monthly costing of £22,445 or, if released within three hours, the total would have been an average of £67,336 per month.³⁴³⁵

While the Right Care Right Person project is not exclusively for those suffering with mental health difficulties, it will undoubtedly benefit these individuals and reduce the challenges outlined above. WMP is supporting the national approach, which will ensure WMP respond to calls where there is a policing purpose. This will fundamentally change the police response to concerns for welfare, mental health incidents and missing persons by ensuring health calls for service are responded to by those with the right skills and expertise to provide the best possible service. The project is due to be completed in autumn 2023 with a policy already developed and ready for implementation. The next phase is to consult and collaborate with partners in other emergency services, charities and organisations to ensure that via established partnerships responses and vulnerability pathways are in place across the public and voluntary services for the communities of the West Midlands.

³⁴ Please note we have only been producing this data for the past 10 months so we can only allude that mental health requests for service is on the increase as the dips recorded may be normal seasonal changes.

³⁵ The above chart utilises the none profit formula of £58.27 to calculate and show the costs incurred by the police for bed watches in relation to Section 136 Mental Health Act Detentions. Actual cost refers to the actual cost we invested that month. 1-hour cost is based on if the police were released within the hour as guided by the Mental Health Codes of practice. 3 hours is based on if the police were released after the time line of the assessment as suggested in the mental health act codes of practice.