



STRATEGIC POLICING AND CRIME BOARD  
5<sup>th</sup> NOVEMBER 2013

ACC SECURITY

**PURPOSE OF REPORT**

1. The purpose of this report is to provide members of the Strategic Policing Crime Board (SPCB) with an overview of the portfolio of the ACC Security of West Midlands Police. This portfolio includes:

West Midlands Counter Terrorism Unit (WMCTU)  
Forensics  
Health and Safety  
People and Skills  
Evidence Based Policing  
Strategic Policing Requirement  
Equality, Diversity and Human Rights (EDHR)

**BACKGROUND**

2. This report outlines to members of the SPCB the areas that combine to make up the ACC Security Portfolio. The paper aims to ensure that members have a brief summary of current activity and work streams in each of the distinct main areas of business, as well as highlighting risks that are relevant to the specific work, which are perceived to be of interest to the board members and may assist in the discharge of their scrutiny and accountability functions.

**AREA OF BUSINESS UPDATE - West Midlands Counter Terrorism Unit (WMCTU)**

**BACKGROUND**

3. WM CTU has its own base within the region and has a 24/7 capability. The unit has approximately 450 staff with a wide range of specialist skills, capability and expertise to respond to the high level of national threat of terrorism.
4. WM CTU provides specialist support to police forces across the country and particularly those forces in the region. The unit has a range of expertise including investigators, financial investigators, community contact teams, intelligence analysts and forensic specialists.

**\*Members of the board may have differing levels of knowledge of the changes to the Counter Terrorism arena so to assist, a copy of 'The National Counter Terrorism Policing Structure' – An Overview for Police and Crime Commissioners, has been attached.\***

## **GOVERNANCE**

5. West Midlands Counter Terrorism Unit is accountable to the Chief Constable and in turn, the Police and Crime Commissioner for the service it provides. This report will in part, support this responsibility. In addition, ACC Beale and the Head of WM CTU meet regularly with the PCC and his Deputy to provide verbal updates for any additional issues that cannot be dealt with in open session.
6. The Governments CONTEST Strategy's aim is to reduce the risk from international terrorism and the strategy is divided into four principal strands; Prevent, Pursue, Protect and Prepare. The WM CTU contributes to this strategy by holding Force Contest Meetings and Regional Contest Meetings on a quarterly basis. Both meetings are chaired by ACC Beale.

## **PERFORMANCE**

7. WM CTU Service Delivery Framework (SDF) is an internal process that helps the department understand and measure their ability to deliver their core responsibilities in reducing the risk of terrorism. This is reviewed at Superintendent level through Monthly Performance Meetings and provides local managers opportunity to assess their teams and departments. This model has now been adopted throughout the national CT network and has created foundations for comparable National Performance Data.
8. On a quarterly basis the department is held to account by ACC Beale through the Quarterly Performance Review process.
9. Nationally, the unit reports on all elements to ACPO TAM and the general data provided through the SDF is centrally analysed and formally considered through the National Performance Panel by the Assistant Commissioner of Special Operations (ACSO), Cressida Dick who, in turn, reports to central government.

## **FUNDING**

10. The purpose of the CT Grant is to support the UK's counter terrorism strategy (CONTEST) by maintaining and strengthening WMCTU's counter terrorism policing capability within the four work streams of CONTEST. In order to deliver these services locally, regionally and nationally, funding is provided by several streams but can be summarised into two categories; ACPO (TAM) CT Specific Grant and WMP Funding.
11. ACPO TAM administers the CT Specific Grant on behalf of the Home Office contributing 90% of funding to the WM CTU. This funds specialist CT assets in England and Wales including Dedicated Security Posts (DSP) at Ports, Counter Terrorist Security Advisers and Prevent posts. It is also allocated to fund National Counter Terrorism IT infrastructure.
12. West Midlands Police Crime Commissioner contributes 10% of funding, providing posts which are imbedded within CTU structure. They are inseparable by virtue of being part of the core structures.
13. The Counter Terrorist Grant is signed off on a quarterly basis by the WMCTU Business Manager, ACC Beale and WMP Director of Resources and agree spend against specific purpose. As this is a CT Specific Grant it cannot be used for any

other purpose than Counter Terrorism activities. Unlike a General Grant, under spends cannot be carried forward.

## **PREVENT**

14. West Midlands Police is at the forefront of implementing the Prevent agenda, which seeks to stop vulnerable individuals becoming violent extremists.
15. Prevent is one of the four key strands that make up the Government's counter terrorism strategy, CONTEST and leadership sits with the Local Authority. WMCTU works closely with the Local Authorities and partner agencies to help deliver the long term plan which is aimed at stopping vulnerable people from becoming involved with violent extremists.
16. The Prevent agenda focuses on building relationships with all members of the community and enhancing links with key organisations such as the local authority, schools and faith institutions etc.
17. Prevent's overall aims can be broken down into three key areas of business:
  - Responding to the ideological challenge of terrorism and the threat we face from those who promote it.
  - Preventing people from being drawn into terrorism and ensure that they are given appropriate advice and support; and
  - Working with sectors and institutions where there are risks of radicalisation which we need to address.
18. WMP as a whole has a responsibility to deliver the Prevent agenda and a bi-monthly Prevent Board meeting attended by representatives from each LPU, Local Policing, the CTU and local authorities is held and able to make recommendations to the Contest Gold, chaired by ACC Beale.
19. The wider Prevent action plans across the force will now be driven through the borough's Counter Terrorism Local Profiles (CTLP) delivery plan and will be tactical, detailed actions agreed by the group, aimed at delivering against the CTLP recommendations. Clear ownership will be agreed to ensure that specific Police actions are 'owned' by the LPU lead and other actions by the relevant department lead from the Local Authority.

## **COUNTER TERRORISM LOCAL PROFILES (CTLPs)**

20. These documents are jointly produced by the Local Authority and partner agencies together with WM CTU Prevent Team. They outline the threat and vulnerability from terrorism and extremist activity within a specific geographical area. The main aims are as follows:
  - Develop a joint understanding amongst partners of the threats, vulnerabilities and risks relating to terrorism and non-violent extremism within an area.
  - Develop a two-way flow in the sharing of information to support the delivery of Prevent and other strands of CONTEST.
  - Identify information gaps, opportunities and suggest recommendations for local partnership and police activity.
  - Support the mainstreaming of Prevent activities into day to day policing, local government and partnership work.

21. The wider Prevent action plans across the force are driven through the borough's CTLP delivery plan and are tactical, detailed actions agreed by the group, aimed at delivering against the CTLP recommendations. Clear ownership is agreed to ensure that specific Police actions are 'owned' by the LPU lead, and other actions by the relevant department lead from the Local Authority.
22. An annual CTLP is produced for each of the seven local authority areas in the West Midlands Force. A Government Protective Marked (GPM) Secret version of each document is briefed to LPU Commanders and Chief Executives of each of these areas. This is followed by a GPM Restricted document which is briefed out to local policing departments and partners. Based upon the CTLP, a joint delivery plan is produced between the local authority and local police. These plans detail specific actions and allocate owners in order to address the strategic recommendations in the profile. These plans are reviewed quarterly in order to track progress and understand how local activity is impacting upon the threat picture.

### **SECURITY AND PARTNERSHIP OFFICERS (SPOs)**

23. Community engagement is vital and the unit has a group of specialist, uniformed officers (Security and Partnerships Officers) working on the ground, across the region, to build public trust and confidence. These officers are contributed by West Midlands Police and in a break with CT policing tradition, the uniformed Security and Partnerships Officers (SPOs) are located in all LPUs.
24. These SPOs network is crucial in providing support to LPUs and the CTU, working with partner agencies, such as the Health, education, faith and Children's Services, in diverting individuals away from extremism. They also lead on community engagement, training and information sharing and add to the existing capacity and capability of the WMCTU.
25. The West Midlands Police Prevent Team (including the SPO's) has received national recognition for the transparency it has provided to CT policing and is an example of best practice.

### **CHANNEL**

26. Channel is a Local Authority led national initiative developed to provide support to protect and safeguard vulnerable individuals from being drawn into violent extremism and is one of the objectives of the government's Counter Terrorism (CONTEST) National Prevent strategy.
27. Channel is delivered at a local level and is based on other multi-agency risk management processes that have been successfully used to assess other kinds of risk in community settings.
28. It is a process rather than a specific intervention and aims to identify those at risk of being drawn into violent extremism, assess the nature and extent of that risk and refer cases to a multi-agency panel where supportive interventions, tailored to the needs of the individual, are deployed to reduce the risk. It is an example of the police, local authorities, partners and communities working together.

## **PROTECT**

29. The purpose of Protect is to strengthen our protection against a terrorist attack in the UK or against our interests overseas and so reduce our vulnerability. Our priorities are informed by an annual National Risk Assessment, a version of which we publish, which assesses the threats we face and the vulnerabilities we have.

## **COUNTER TERRORISM SECURITY ADVISORS (CTSA)**

30. The West Midlands CTSA team are seen as one of the leading teams across the UK and play a key role in influencing and developing new ways of working. A new management information system designed by the team which helps to share information with Local Authorities on the progress around the crowded places recommendations has been seen as national best practice and adopted nationally.
31. The CTSAs are a regional asset and have a deployable capability to meet the heavy demand in the West Midlands region and support national CT policing. This was evidenced more recently in the terrorist attacks in Tipton, Wolverhampton, and Walsall referred to as Operation Clock Face. This saw the CTSA team oversee the delivery of protective security advice to Islamic faith centres across the Force area in a 48 hrs period, leading to local communities feeling safer and building further confidence in West Midlands Police. This work to protect locations in light of an emerging threat has been seen as a ground breaking initiative gaining national recognition and praise from affected communities across the country.

## **PORTS**

32. Birmingham International Airport is the second largest airport outside of London and is the main airport within the WM CTU region, travelling to most destinations around the world.
33. The CTU Ports officers are responsible for gathering intelligence and evidence relating to terrorism, playing a key role in active investigations and building an intelligence picture on emerging threat issues. This is achieved through working closely in partnership with Local Policing, Aviation Authority, The United Kingdom Border Agency (UKBA), Security Services and other government departments in order to make our borders as safe as possible.
34. The department has a dedicated intelligence cell that processes and disseminates relevant intelligence gathered on passengers and freight, coming to and from the UK and beyond, to our partner agencies, LPUs and other forces.
35. The Primary legislative tool used by CTU Port officers is Schedule 7 of the Terrorism Act 2000. This appoints police or UKBA as 'examination officers' with powers linked to terrorism to detain, examine and search any person at a port who is there for the purpose of entering or leaving the United Kingdom or travelling by air within Great Britain.
36. Having become aware of the increasing sensitivities and responsibilities around this legislation, the department developed an Airport Engagement Team who lead on sharing information around the use of Schedule 7 powers at the airport. They have completed over 40 separate events within local communities and regionally to raise awareness and deal with local grievances. Visits from the West

Midlands Police PPC's office, Home office and the IPCC have been hosted by the team in order to raise awareness of what is done to tackle local concerns.

## **PROJECT INSIGHT**

37. This is a study by WMCTU, in conjunction with Cambridge University, to measure the experience of those subject to unsubstantiated Schedule 7 stops and is the only quantifiable evidence based study into the affect of the Schedule 7 legislation to date; all previous research has relied heavily upon anecdotal evidence as illustrated by David Anderson QC, the Governments Overseer of Counter Terrorism Legislation.
38. Those individuals who were stopped were randomly assigned to a formal checklist style intervention (Procedural Justice) or against a voucher and token (Experienced Utility) at the conclusion of the intervention to compensate them for their time.
39. Initial analysis suggests that the majority of those that were subject to Schedule 7 had a positive experience, particularly when the check list was applied.
40. Although the analysis is still ongoing the results have the potential to dispel a number of myths associated with Schedule 7 and its perception in communities. The findings will be formally published in 2014

## **PREPARE**

41. The work under the Prepare strand of CONTEST will ensure that WM CTU has the knowledge and guidance to optimally respond to the threat of terrorism before, during, and after an attack. The aim is to create and maintain a resilient CTU structure in the event of significant operational activity being undertaken.

## **WM CTU ORGANISATION LEARNING DEVELOPMENT (WMCTU OLD)**

42. WM CTU ensures that it takes every opportunity to learn and improve service delivery after operational activity.
43. The WM CTU OLD unit works to a comprehensive delivery plan for the West Midlands regional CT network, but also engages with other stakeholders as required on related matters of national significance.

The unit aims to:

- Maintain oversight of contingency planning and policy for WM CTU
- Create and maintain a comprehensive testing and exercising programme for WM CTU and co-ordinate regional police force activity
- Ensure that CT operations and exercises are appropriately debriefed, and that the debriefing cycle is followed
- Undertake a logistical support role to WM CTU when Executive Action is undertaken
- Carry out a Horizon Scanning function and being aware of local, national and international developments around terrorism to assist preparedness

## **THE ACPO TAM ORGANISATIONAL DEVELOPMENT UNIT (ODU)**

44. The ACPO (TAM) ODU is based within the West Midlands Force area but supports the national CT Network to achieve a seamless working relationship between staff through a process of continuous capability building facilitated by shared training, exercising, learning and debriefing. ACC Beale is the Lead.
45. The unit aims to prioritise, coordinate, quality assure & support:
  - Specialist CT Training
  - National CT Exercising
  - National operational de briefs
  - Supporting the implementation of learning across the CT network.

## **PURSUE**

46. The WM CTU Investigations Department has substantial capability to address both reactive and proactive investigation requirements. Through the national network it has the ability to draw in additional resources and capabilities as required.
47. Over several years, the WM CTU Investigations Department has either led or been involved on a significant proportion of high-profile national investigations that have extended beyond the West Midlands regional area and have a proven track record.
48. The demand from these operations resulted in the utilisation of all elements of the WM CTU and the department received substantial support from the national CT network in progressing investigations.

## **RECENT SIGNIFICANT INVESTIGATIONS UPDATES:**

### **OPERATION PITSFORD**

49. Between July and September 2011 West Midlands Counter Terrorism Unit conducted an investigation into a Birmingham based network of individuals. They were suspected of being involved in attack planning, terrorist fundraising, travelling to Pakistan for terrorist training and the facilitation of others abroad to undertake the same training.
50. In September 2011, seven persons from this network were arrested when it became known that the leaders of the group had commenced experimenting with chemicals with a desire to make Improvised Explosive Devices (IED). The group were known to have had discussions regarding conducting a suicide/bombing campaign with the aspiration that it would have been bigger than 7/7. Following their arrest the group were charged with offences under the Terrorism Act and remanded in custody.
51. The investigation continued into the larger network and led to further arrests. This group who were commonly referred to as 'The travellers' throughout all the legal proceedings were charged with offences under the Terrorism Act and also remanded in custody.
52. All persons, with the exception of three, pleaded guilty to offences of engaging in conduct in preparation of terrorist acts, contrary to the Terrorism Act 2006.

53. Following a four month trial all persons were sentenced to lengthy terms of imprisonment.

#### **OPERATION ALVA**

54. Operation Alva is the Investigation into six Birmingham men plotting to attack an English Defence League (EDL) rally in Dewsbury West Yorkshire on 30<sup>th</sup> June 2012. An IED had been constructed by the men, who took the form of a large firework with shrapnel added; they also possessed knives, machetes and two sawn-off shot guns.

55. Five of the men travelled to Dewsbury on 30<sup>th</sup> June in two vehicles to find that the EDL rally had finished earlier than planned. On their return journey to Birmingham, a South Yorkshire police motorway patrol officer spotted a Renault Laguna and decided to carry out a routine stop check.

56. On examining the vehicle it was discovered that in the boot of the Renault Laguna, were the IED, guns and knives together with a partial component for a pipe bomb.

57. The following day, the three other members of the group were arrested. All were later charged with terrorism offences.

58. The investigation continued and evidenced the purchase of the vehicles. Large scale CCTV retrieval and viewing was undertaken which took many months to complete, together with ANPR work and convoy analysis. Hi - Tech and media viewing of thousands of hours of material demonstrated an ideology to show the mind set of these men that they had travelled to West Yorkshire on that day to commit an act of terrorism.

59. The six later appeared at Woolwich Crown Court and entered guilty pleas to Sec 5 TACT 2006. They were later sentenced at the Old Bailey receiving significant sentences.

#### **OPERATION CLOCK FACE**

60. Operation Clock Face is the investigation into three explosions at or near mosques in the West Midlands area between 21<sup>st</sup> June 2013 and 12<sup>th</sup> July 2013. Through a meticulous CCTV trawl and viewing, a suspect was identified and arrested on 18<sup>th</sup> July 2013. He was subsequently arrested for the murder of Mohammed Saleem (Op Emperor) on 29<sup>th</sup> April 2013.

61. On 22<sup>nd</sup> July 2013 the suspect was charged with the murder of Mr Saleem and at Westminster Magistrates court on 23<sup>rd</sup> July 2013 he was further charged with Terrorism Act and Explosive offences.

62. LAPSHYN appeared at The Old Bailey on Friday 25<sup>th</sup> October and was sentenced to Life Imprisonment and to serve a minimum of 40 years.



## **INTERNATIONAL AND NATIONAL THREAT ASSESSMENTS**

### **INTERNATIONAL THREAT**

63. International Terrorism presents the greatest threat to the UK in terms of Counter Terrorism (CT) and Domestic Extremism (DE). The current threat level is **SUBSTANTIAL** = an attack is a strong possibility.
64. Islamist extremists continue to view the UK as a legitimate and high priority target for attack, both at home and abroad.
65. Whilst sustained activities against the Federally Administered Tribal Areas (FATA) have severely disrupted Al Qaeda's (AQ) ability, the group and their key affiliates have displayed resilience and attack planning remains a principal threat.
66. Increasingly, the greatest risk of attack planning emanates from self organised domestic plots inspired by AQ ideology.
67. Travel presents an ongoing threat nationally. Whilst the FATA remains an attractive destination, Syria in particular has transformed from a hub for facilitation, into the most accessible jihadist theatre.

### **NORTHERN IRELAND RELATED TERRORISM**

68. The overall threat to the UK mainland from Northern Irish Related Terrorism is **MODERATE** = an attack is possible but not likely.
69. There is no intelligence to suggest dissident republican groups are currently engaged in attack planning in, or against the mainland.

## **AREAS OF BUSINESS UPDATES – PEOPLE AND SKILLS**

### **PEOPLE AND SKILLS BOARD**

70. A Board chaired by ACC Beale was established to oversee the delivery, effectiveness and ongoing development of the strategy. The Board includes functional leads for Learning and Development, Human Resources, Professional Standards, the Design Authority and a Chief Superintendent who will provide the link between organisational development and operational delivery. The Board is accountable to the Organisational Change Programme Board and will report on progress to the Police and Crime Commissioner periodically.
71. The approach reflects the principle that the way the staff of West Midlands Police behave and operate with each other internally needs to reflect the behaviour and values we aspire to externally in our dealings with the public. Themes of empowerment, improvement, working together and customer focus are therefore integral to all aspects of the People and Skills Strategy.
72. We aim to build a learning organisation which can go from strength to strength by taking a joined up approach to driving continuous improvement, ensuring that good practice and lessons learnt are shared between various parts of the organisations and with partners.

73. Delivering a significant change agenda with considerably reduced staffing levels and budgets can only be achieved by adopting a greater focus on outcomes, efficient ways of working and a more collaborative, interdepartmental style of working in keeping with the broader culture change we are seeking to embed. This strategy which will be jointly delivered by the functional heads of HR, Learning and Development and Professional Services supports and reflects this approach.
74. The People and Skills strategy takes forward “cross cutting” work streams, and should be read alongside the individual departmental plans to appreciate the totality the commitment being made by West Midlands Police to supporting its staff deliver our services. It is intended that the People and Skills work streams, once implemented and quality assured, will be handed over to a lead department as “business as usual”. The strategy itself will continue to evolve over time in response to emerging requirements.

### **IMPLEMENTATION PLAN**

75. The implementation plan has been drawn up and agreed by the Board. It sets out those cross cutting people and skills deliverables which will enable the West Midlands Police Force to develop people who are capable and effective in delivering their roles; improve productivity of staff and assets and improve diversity throughout the Force through the recruitment and progression processes
76. In taking this forward, we will continue to engage with the workforce, senior leadership, external partners and communities.

### **EFFECTIVE LEADERSHIP AT EVERY LEVEL**

77. A new Leadership Development Framework has been put in place which is aligned to the Police Promotional Framework, and provides newly designed, bespoke leadership development programmes for each level of leadership from first Sergeant to Chief Superintendent at the point of promotion. The design is based on extensive research carried out by members of the High Potential Development Scheme which included a review of best practice externally.
78. Courses for newly promoted Inspectors’, Superintendents and Chief Superintendents have been delivered. Design and delivery of the Chief Inspectors, Sergeants, Special Sergeants and Special Inspectors is programmed to coincide with promotion processes. Courses are being debriefed as they are rolled out to identify key themes and inform future developments and an evaluation process is underway which includes evaluation of impact on subsequent performance and behaviours. Initial evaluation has been extremely positive.
79. Police staff promotions are few and relatively ad hoc. Where these occur, police staff will be provided with an individualised leadership development plan built around a package of personalised coaching.
80. Leadership development for existing police staff and officer leaders is being tailored and targeted to simultaneously support major organisational change programmes, eg. Bespoke Management Development for new Supervisory teams within Force Contact, the Shared Service Centre and Information Services. A programme of Leadership Master Classes delivered by external speakers is being drawn up to compliment the programme of Continuous Professional Development

days currently available. Training days for existing police officer and staff supervisors have been aligned to organisational change programmes: Quarter 1 focused on Managing People, Quarter 2 on Pride in Our Police. Quarter 3 is focused on vulnerable groups (Operation Sentinel) and (is being delivered in partnership with a theatre in education group experienced in working with vulnerable groups). Quarter 4 will focus on Search within the context of customer experience.

81. Customised leadership development support (consultancy) is now being provided to LPUs and departmental leadership teams focused around specific change and improvement issues identified by those teams. 80% of LPU Senior Leadership Teams (SLT) have availed themselves of this facility to date, as have the following departments; Central Justice Services (CJS), Fleet Services, Force CID (FCID), Force Contact, Information Services (IS), Intelligence (Intel), Operations (Ops), Shared Services, CTU, Organisation & Service Development (OSD), Forensic Services Departments and feedback has been very positive.
82. First steps have been taken to establish a robust pipeline of leadership talent via talent management and succession planning mechanisms with a view to roll out within the force during 2014/15).

#### **APPROPRIATELY SKILLED, MOTIVATED AND ENGAGED STAFF**

83. The following steps have been taken to facilitate a workforce who is more representative of the community at all levels, for example by encouraging future Black Minority Ethnicity (BME) applicants to join the force. The BME delivery plan is finalised, subject to approval at EDHR Board. A community engagement strategy will be in place in Quarter 4, linked to protected characteristics. A special recruitment campaign has produced approximately 22% BME representations. The Police Community Support Officer (PCSO) campaign will be evaluated in Quarter 3.
  - Development of a menu of options allowing individuals more flexibility around their working hours, patterns and location, linked to organisational requirements and development of technology and estate strategies, is being progressed under the New Ways of Working Programme.
  - Development of an on-line induction to West Midlands Police and individual departments for new starters and those moving with the organisation will also be taken forward under the New Ways of Working Programme. This will be complimented by role specific induction by line managers supported by a flexible checklist tool.
  - A formal succession plan for key leadership, specialist and operational roles is to be introduced in order to ensure ongoing workforce resilience across the force and is currently being tested by the Resources Directorate Management Team.
  - A talent management framework will be established for both police staff and officers, to ensure the Force remains resilient in service delivery and to enable talent to be shared across the force.
  - A key component will be to develop and equip senior leadership teams to recognise, develop and manage officer and staff talent within all sections of the workforce and establish a simple mechanism to link this to

promotion and succession planning processes. Tools and techniques for use by SLT have been tested within FCID SLT and are being further developed.

- A revised High Potential Development Scheme (HPDS) which includes both police officers *and* staff up to and including band D, which will be introduced and form part of an integrated talent management and succession planning process.
- Opportunities to progress talent from within and outside of the organisation through the proposed National Accelerated Promotion Scheme will be explored subject to Winsor proposals/workforce requirements for police officers and staff.
- Action learning sets to be facilitated for high potential BME officers and staff with a view to these becoming self-managed. Approaches adopted in other organisations have been reviewed and are being considered.

## **DEMONSTRATING STANDARDS AND BEHAVIOURS THE PUBLIC EXPECTS AND VALUES**

84. Under the banner of “Pride in our Police,” a programme and supporting framework which places 1<sup>st</sup> and 2<sup>nd</sup> line supervisors at the heart of defining and driving up standards, values, behaviours and in turn service delivery, has been developed and is being rolled out. First and second line managers at each LPU and Department have been empowered and equipped to drive up standards in their areas based on locally determined priorities driven by them with support from their SLT. A one day training course developed and delivered in partnership with supervisors themselves has been rolled out and they have been equipped with practical support, such as survey tools, to enable them to take this forward. Initial feedback is very positive. A communications campaign focusing on specific, generic standards has been rolled out as part of this. There will be a more detailed assessment of the impact as it begins to embed. However, this is ongoing programme and will continue to evolve.
85. An Action Plan to support the people and cultural change components arising from the Customer Journey work will be established as part of the People and Skills Strategy once governance arrangements are in place through which to identify requirements.
86. The Electronic Development Review (eDR) system is to be reviewed with a view to further development to align with the Emerging Talent Management Framework, capability management and new ways of working. Following the initial review, this work will be taken forward under the New Ways of Working Programme.
87. Human Resources (HR) and Professional Standards Department (PSD) misconduct and complaints investigation practices are to be aligned through joint attendance by HR/PSD staff at tasking management meetings as joint case management work. Scoping work is planned on the development of misconduct procedures taking account of stage two transfer arrangements.
88. Initiatives are being undertaken to encourage more proportionate representation of BME employees in specialist departments. Local measures are in place to

communicate opportunities available in specialist departments and consideration of BME representation levels is taken into account in posting decisions.

89. Many of the combined measures outlined above will help enhance line manager capability in managing and supporting staff, addressing poor performance and spotting indicators of misconduct and corruption, through information, training and HR support. Now that many of these are underway or in development the Board will revisit this area to identify any further actions required.

## **IMPROVING SERVICE TO THE PUBLIC**

90. The resource allocation models used to support deployments across neighbourhood and response policing and other specialist functions have been developed and updated. Resource Allocation Models for PCSOs & Specials are in place and the Police Officer Allocation Model is to be reviewed, following outcome of Service Transformation Programme by Quarter 4.
91. The Senior Management Review has been completed and proposals agreed in principle. The implementation process will be scoped for approval by Quarter 4.
92. A smarter approach will be adopted for the utilisation of restricted police officers and staff and more effective handover of roles. Terms of Reference for the review have been agreed and the recommendations will be implemented.
93. A matrix of training requirements for core roles has been developed for the larger areas of the workforce, as a basis for identifying, prioritising and targeting essential skills for role training provision, and to inform talent management and succession planning development interventions. This needs to be completed for smaller areas and rolled out.
94. Work has been done with leadership teams to understand and address barriers to abstracting people for training and development and resulting inefficiencies. This has resulted in improvements and information which will be fed into the current resource management review.
95. The People and Skills components of the New Ways of Working Programme will be identified and facilitated via the New Ways of Working Programme. This is likely to include for example, managing remotely and IT up skilling.
96. An audit of existing role profiles is taking place to support identification of skills requirements. Workplace planning projections for the period of the new Comprehensive Spending Review (CSR) have been produced to support operational decision making with regard to future workforce needs.

## **AREA OF BUSINESS UPDATE- EQUALITY, DIVERSITY AND HUMAN RIGHTS (EDHR)**

### **BACKGROUND**

97. WMP EDHR Strategy sets out our diversity and equality ambitions and how we propose to serve our communities and protect them from harm, through our service delivery. One of our key objectives is to embed a consistent approach to delivering our EDHR Strategy across the organisation that is driven from the top down and informed by the bottom up.

98. We will build equality into organisational processes to ensure we deliver a fair, transparent and cost effective service to the communities we serve. We will ensure there is visible and accountable leadership at all levels within the organisation to deliver the EDHR Strategy.

### **EQUALITY, DIVERSITY AND HUMAN RIGHTS (EDHR)**

99. The following outlines the key areas of EDHR delivery:

- Manage equality & diversity through staff support associations (SSA) & first contact advisors (FCA)
- Legal compliance, strategic advice and implementation of equality, diversity & human rights (EDHR)
- Provision of equality impact assessment (EQIA) across WMP
- Implement, educate and review College of Policing Equality Improvement Model for the police service.
- Provision of EDHR tactical advice to Gold and other operation

100. Current key work streams:

- BME Progression and recruitment project plan underway with a view to updating Command Team in November
- Annual review of EDHR Legal objectives to ensure they are relevant and fit for purpose.
- Delivered Maternity conference on September 16th with over 100 attendees.
- Appointed a secondee to cover Age and Disability while Naila Suleman is seconded to BME project, starting 14/10/13.
- Commencing data collation for publishing data in January 2014 in line with legal requirement.

### **ROLE OF ACC SECURITY IN RELATION TO THIS AREA OF BUSINESS**

101. ACC Security has the Gold Commander role for EDHR. This is a proactive role to support this area of business. There are regular meetings held with the EDHR lead and Head of HR to ensure effective delivery of the portfolio. ACC Security also chairs a quarterly EDHR Strategic Board with Command Team and key internal and external EDHR members. This Board monitors the performance portal measures and supporting evidence to ensure that it meets the required legislative and organisational standards and ensures that WMP meets its legislative duties under the Equality Act 2010 and the Human Rights Act 1998. In addition, the board also provides generic business support to the seven staff support associations (SSAs) to enable WMP to meet these duties.

### **EDHR BOARD FUNCTIONS**

102. The Board was originally set up to provide Command Team leadership and scrutiny of the EDHR portfolio. This visible leadership is important to ensure that workforce takes seriously their individual responsibilities in delivering EDHR locally. The Board also has themed presentations and updates from the command team members on their themed strand. Recently there have been updates on Gender Identity and Age.

103. Membership of the Board is also made up from BRAP an external third sector equality group and there is periodic attendance from the College of policing EDHR lead.

104. Each LPU and Department has a local EDHR objective or set of objectives in addition to working towards supporting the Corporate Objectives. LPUs and Departments hold regular EDHR meetings which are under the supervision of the Diversity Champion. Diversity Champions are either Superintendents of Local Policing or Heads of Department. There is an additional quarterly Diversity Champion's meeting where current local issues and good practice are discussed and shared.

### **KEY ELEMENTS IN THE POLICE AND CRIME PLAN THAT ARE RELEVANT TO EDHR**

105. The BME recruitment and progression plan is currently being developed and will be in place to start delivering a range of initiatives to support upcoming promotion processes, recruitment and progression for Police staff.

106. Hate Crime objectives are incorporated into the EDHR corporate objectives plan. These are monitored by the EDHR Board. EDHR advice and guidance is provided to the Gold structure that oversees Hate Crime via the five hate crime reference groups.

107. The corporate EDHR objectives also support the delivery of local initiatives to engage diverse communities and understand their needs, for example a requirement to set up Independent Advisory Groups (IAG) and reference groups and to understand local demographics.

### **COMMAND TEAM MEMBERS AS "CHAMPIONS" FOR PARTICULAR EDHR "STRANDS"**

108. In order to fulfil the above, each member of WMP Command Team personally takes responsibility for a protected group and a Staff Support Association (SSA). Chris Price – Age; ACC Beale – Transgender; ACC Forsyth – Disability, ACC Rowe – Race and Religion; ACC Cann – LGBT and DCC Thompson – Gender.

The role of the Command Team members:

- Strategic Leader to support the Staff Support Association with visible presence at key events.
- To be visible and accessible to the Chair and its membership and to ensure the work they do is valued at the highest level within the organisation.
- To provide assistance and guidance around the role of the SSA in supporting WMP in its understanding of the needs of communities.
- To provide assistance and guidance to the SSA in its delivery against the EDHR Strategy.
- To assist in setting achievable objectives for the SSA that will support its membership to achieve their full potential within the organisation either through progression or specialism within key roles.
- To act as a sounding board for the Chair with regard to any concerns, ideas, blockages, vulnerabilities that are not being addressed in the existing Governance structure.

## **LEGAL IMPLICATIONS**

109. The above delivery is determined by the Public Sector Equality Duty and Specific Duties incorporated into the Equality Act 2010.

## **AREA OF BUSINESS UPDATES – EVIDENCE BASED POLICING**

### **BACKGROUND**

110. Evidence based policing is a growing area nationally; in times of increased financial constraint good quality evidence based research demonstrating 'what works' can be used to influence and shape delivery of policing, aid decision making and resource allocation, and demonstrate a sound basis on which to manage risk.

111. Research opportunities between West Midlands Police (WMP) and academic institutions have historically been based on an opportunistic and entrepreneurial basis which in the current economic climate is unsustainable. There have been many different approaches to engage with universities, this has included direct approaches from members of staff to the university for specific subject expertise and vice versa. Financial support has also been given to staff members to complete postgraduate courses however the outcomes of this have not been well exploited.

112. Recent changes have been made to this area of work to ensure the longer term strategic direction of evidence based policing.

### **STRATEGIC BOARD**

113. In order to provide governance around the future of evidence based research a strategic board headed by ACC (Security) and meets quarterly. The terms of reference for this board include:

- Commissioning of research projects, ensuring they are linked to WMP strategic priorities.
- Tracking of research projects to ensure they progress as planned, and to ensure the benefits are fully understood.
- Implementation of findings to improve service delivery.
- Ethical impact on both participants and the reputation of the organisation are considered and minimised.
- Data sharing, publication of findings and intellectual property rights are considered and reflect the integrity and reputation of the organisation.

### **CURRENT WORK**

114. There are currently several projects that demonstrate fully the entrepreneurial approach to research.



## **TURNING POINT PROJECT**

115. In conjunction with Cambridge University this project looks at first time offenders, the cost effectiveness of alternative punishments and tries to predict the harm these offenders could cause in the future. The results of the project will be analysed and published by Cambridge University as an academic article. The project has the potential to have a significant impact on both the prosecution decision and the use of risk assessments in policing across the UK and Internationally.

## **OPERATION SWORDFISH**

116. This is a predictive policing scheme designed to identify and interpret patterns of repeat burglary to prevent further crime. Working alongside the Jill Dando Institute of Crime Science at University College London, detectives have divided Birmingham into different zones which will use contrasting methods of policing. The six month pilot is the most extensive trial of predictive policing to date and is part funded by the Home Office.

## **CAMBRIDGE UNIVERSITY – MASTERS DEGREE QUALIFICATION**

117. Funding is currently provided for two officers to complete a Masters of Studies in Applied Criminology and Police Management with Cambridge University. This is generally available to existing police officer and police staff managers within the organisation. It is anticipated that this will continue to be funded in the future.

## **COVENTRY UNIVERSITY - MASTERS OF ARTS IN LEADERSHIP**

118. A pilot project in conjunction with Coventry University has made available various levels of post graduate leadership qualifications. This covers initially a postgraduate certificate, then diploma with the option of completing an MA in leadership.

## **STRATEGIC BOARD**

119. In order to provide governance around the future of evidence based research a strategic board headed by ACC (Security) and meets quarterly. The terms of reference for this board include:

- Commissioning of research projects, ensuring they are linked to WMP strategic priorities.
- Tracking of research projects to ensure they progress as planned, and to ensure the benefits are fully understood.
- Implementation of findings to improve service delivery.
- Ethical impact on both participants and the reputation of the organisation are considered and minimised.
- Data sharing, publication of findings and intellectual property rights are considered and reflect the integrity and reputation of the organisation.

## **OTHER DEVELOPMENTS**

120. The following proposals have formalised the research process within the organisation:

- A two year project for a research student from Warwick University to work in conjunction with WMP. They will design and implement a research hub which will support a database of all police related research and offer advice on research programmes. This will be the base for future systems and processes to ensure continued implementation of research findings.
- A Research Fair is held on an annual basis, the underlying concept is the exchange of data for good quality research at a post graduate level. The fair engages with local universities within the West Midlands, building strong partnerships and encouraging the exchange of research ideas, skills and data to increase efficiency and obtain service improvements
- Funding for further education is available for staff within the organisation; a more intrusive monitoring and support of these students has been commenced. This includes ensuring the alignment of the research area to the strategic priorities, allocation of a WMP supervisor throughout the course and presentation and implementation of findings on completion.
- WMP are one of 14 forces who have joined the Behavioural Operations in Policing Consortium at Warwick University Business School; the purpose of which is to deliver a force advised research programme. This should tackle relevant and challenging issues experienced within policing for force, public and social benefit. The relationship is intended to continue for three years following which it will be reviewed.
- An initiative with Birmingham University is currently being piloted where three students from the Crime and Social Pathways degree course will complete an internship with WMP focusing on national policies for example Youth Justice. The aim of the placement will be to identify barriers and facilitators of policy implementation, and to understand the connection between professional practice and the organisational and policy contexts.
- The College of Policing have recently announced funding with regard to innovation and evidence in policing to build regional networks or centres of expertise. WMP are currently embarking on the potential for future collaboration in two regional hubs with Cambridge University and Birmingham University.

## **FINANCIAL IMPLICATIONS**

121. Agreement in principle has been given to merge the existing evidence based research budgets with some additionally. The final budget is currently being worked through.

## **AREA OF BUSINESS UPDATES – FORENSICS**

### **BACKGROUND**

122. In 2007 West Midlands Police re-located all of its Forensic functions into a purpose built dedicated forensic facility. This also included the successful transition of Forensic Scene Investigation (FSI) within a centralised governance structure that managed a hub based operating model.

123. Since then Forensic Services has continued to build on its operating model and has added a Digital Forensics function and a Major Crime Laboratory, expanding our range of specialist services provided to serious and acquisitive crime investigations. The acquisition of these functions has also enabled

Forensics to expand its Quality Management System achieving accreditation status in both ISO17025 and ISO9001 Quality Standards.

124. New Forensic Service Levels went live in September 2012 following a successful Priority Based Budgeting programme that delivered savings of £3.8M and also enabled the department to retain the vast majority of our highly skilled workforce. Service levels continue to be reviewed as well as opportunities to identify additional savings, both of which will be captured as part of the Zero Based Budgeting panels due to commence in November 2013.
125. Following a change in ACPO Portfolios at the beginning of the financial year, it was announced by the Deputy Chief Constable that Forensic Services was to become a department in its own right.

### **FORENSIC SCENE INVESTIGATION (FSI) FUNCTION**

126. In September 2012 FSI went live with a dedicated 24/7 service delivered via a 3 hub operating model, providing an immediate response to all calls for service where there is a requirement for crime scene examination and evidential recovery. There is also FSI Crime Scene Co-ordinator capability for major crime response 24/7.
127. The attendance criteria for FSI is 'forensically led' which has removed elements of waste from existing processes that were previously driven through a 100% attendance policy for BDH, regardless of forensic opportunities or not.
128. Forensic Services will now only deploy technically skilled resources to those scenes where there are forensic opportunities.
129. In support of the 24/7 service a Forensic Investigation Resource and Submissions Team (FIRST) was created to deliver rapid FSI tasking, receive forensic submissions 24/7 and to generate Forensic Intelligence Packages for investigation 24/7. A crucial element of the FSI tasking process involves victim contact to advise and reassure wherever possible and to set appointment times that suit all, improving overall service and satisfaction.
130. Reviews of the FSI 24/7 model have highlighted positive feedback from victims of BDH who appreciate rapid FSI service as this enables them to return their properties to normality and resume daily routine at their convenience. First response officers have also highlighted efficiencies in that they no longer have to be assigned to preserve crime scenes overnight.

### **IDENTIFICATION AND LABORATORY FUNCTION**

131. In April 2013 the newly formed Major Crime Lab (MCL) became fully operational and provides a dedicated blood searching and screening provision as well as locating other sources of biological and material matter from crime scene exhibits with potential for DNA. In-house Scientist expertise has had a positive impact on the development staff and forensic strategies are improving as a result of Scientist guidance and advice at major crime scenes.
132. The MCL recently received accreditation to ISO 17025 Quality Standards from UKAS, an independent external accreditation body. Considering the team had to build the laboratory from a blank canvas, the timescales to achieve accreditation was an outstanding achievement.

133. In terms of innovation the team are currently developing RAPID DNA technology in partnership with LGC Forensics. The device is called PARA DNA and already has the ability to confirm DNA presence or not within 75 minutes. The long term aim will be to generate an intelligence profile within the same timescales which will have a significant impact on live-time intelligence to investigation.
134. The Evidence Processing Team are made up of multi competent staff responsible for the processing of forensic samples through custody, footwear coding and the development of fingerprints following the application of chemical techniques. This team was set up following PBB that enables forensic managers to flex a multi competent resource into those areas of peak demand. This team is also responsible for maintaining conformance to the legislative forensic requirements of the Protection of Freedoms Act (PoFA).
135. The chemical enhancement lab will become the next area of business to achieve accreditation status to ISO 17025.
136. The Fingerprint Bureau has continued to maintain a rapid identification service supported through the receipt of remotely transmitted finger impressions from crime scenes and the fingerprint enhancement laboratory. This function continues to provide an effective service delivering forensic identification outcomes within hours via the Ident 1 (National Automated Fingerprint Identification System, NAFIS) searching system. The Bureau have recently implemented Streamlined Forensic Reporting which reduces bureaucracy that previously generated complex and protracted statements. Streamlined Forensic Reporting (SFR) now mandates defence barristers to disclose any challenges to forensic evidence prior to the trial date mitigating any 'last minute' legal disputes aimed at the professional witness during court proceedings.

## **DIGITAL FORENSICS**

137. The digital forensics function comprises of mobile phone analysis, computer examinations, audio and CCTV recovery, formatting and presentation of evidence for major crime. All disciplines are located within a dedicated technology area and submission requests are controlled through a central gate keeping team that progress requests for device examination on those exhibits that meet the qualifying threshold (triaging process).
138. Mobile phone and computer examinations that meet the qualifying threshold are progressed through a team of specialists who process the devices with a view to obtaining evidence. However the complexity of devices emerging from the marketplace continues to challenge our service levels due to sophisticated encryption software and the ever growing amounts of data that they hold. The Forensic Senior Leadership team are currently reviewing all internal processes with a view to standardising working practices in line with other forensic disciplines.
139. Forensic Services are currently piloting a product called ACESO that will automatically extract basic data from mobile phones that do not meet the qualifying threshold for full forensic analysis (low level crimes). This will enable police officers to receive this information locally and quickly and act on the information provided by the kiosk device. Trials are close to completion and if there is evidence to prove that there is a force requirement for this device a formal tender will commence with approved suppliers.

## **RISKS**

140. Changing dynamics of Digital Forensics - Unprecedented developments with devices has revolutionised the way individuals communicate and commit crime. Digital Forensics historically dealt with computers and then phones but now the catalogue of sources has increased – CCTV, GPS, Satnav, tablets etc.
141. Mitigating Action to establish a Digital Forensics Centre of Excellence in line with all aspects of digital technology and data, supported by a dedicated Research & Development function that meets future cyber crime demands.

## **PERFORMANCE**

142. Since the implementation of Priority Based Budgeting (PBB) Service Levels in September 2012, Forensic Services has maintained its performance to a satisfactory level throughout the year with service improvements around response and victim/response team feedback also being well evidenced in the FSI 24/7 model (A Day in the Life of a Response Officer).
143. Crime Scene Attendance – the percentage of crime scenes examined to crime scenes attended has maintained at a rate 95%. This is mainly due to improved communications with victims, arranging appointments that suit all concerned to ensure the Injured Party (IP) or the Officer in Charge (OIC) is present to allow the FSI access to examine the scene.
144. DNA and Fingerprint Recoveries – both sources of evidence have achieved their respective forensic recovery milestones (DNA 12.6% recovery rate and Fingerprints 38% recovery rate) at both year to date and rolling 12 month time frames. The milestones are based on the WMP Most Similar Force (MSF) averages.
145. Forensic Hits & Identifications – of DNA evidence that has yielded a profile which has been subsequently loaded to the National DNA Database (NDNAD) the average hit rate over a rolling 12 month period has been 89%. This clearly demonstrates good quality submissions to the private suppliers. Fingerprints Hits are running just below 30% rolling 12 months which again is almost a 1% increase compared to last years position.
146. Overall Forensics has seen a slight increase in Crime scene examination rates and hit rates compared to the same position last financial year, with recoveries running at the same rates. All data relating to this feedback has been generated from the OSD Forensic Performance Portal.

## **FINANCIAL IMPLICATIONS**

147. Forensic Services is currently preparing for a thorough review of its service levels and Staff / Non-Staff costs as part of the Zero Based Budgeting (ZBB) programme.
148. Part of this review will consider opportunities to make further savings on top of what was achieved under PBB as forensics strives to achieve an improved high quality and efficient service delivering significant value for money.

149. At the end of the previous financial year the forensic budget was not overspent and was in a position to contribute further cost savings as a result of this.
150. If cost savings are identified through the ZBB process these will be based on current demand for services. Prior to these revised budgets being set, the organisation will need to consider future impacts on the external forensic spend i.e. the creation of a FCID/PPU review team and subsequent cold case assessment of historic undetected major crime and serious sexual offences that could potentially have an impact on the forensic external spend budget.

## **LEGAL IMPLICATIONS**

151. Protection of Freedoms Act – the main elements of the legislation have now been enacted nationally which has seen the systematic reconciliation and destruction of legacy samples (DNA and Fingerprints) within WMP, evidencing conformance to all staged ACPO guidance.

## **ACCREDITATION**

152. Forensic Services have been successful in achieving accreditation status to ISO 17025 Standards for both the Major Crime Lab (DNA) and the NABIS Hub. The aim will now be to extend the scope of our accreditation roadmap across the site that will incorporate the Fingerprint Enhancement Laboratory, Fingerprint Bureau and then further downstream functions of FSI and Digital Forensics.
153. As part of the ongoing conformance to quality standards, United Kingdom Accreditation Service (UKAS) (Independent Assessors) continue to maintain surveillance visits to those areas of business providing independent reassurance with regards to the competence of our staff and the quality of the environment that we operate in.

## **INDEPENDENCE AND IMPARTIALITY**

154. The confirmation of Forensic Services becoming a department in its own right strengthened the independent status of the specialist services that the department provides to policing, criminal justice and most importantly victims of crime.
155. The fact that Forensics are evolving a culture of quality standards, peer review, individual competency assessments that are audited via an external and independent accredited body (UKAS) reinforces the impartiality requirements that are a fundamental element of the professional and unbiased evidential products that we supply to the criminal justice system.

## **PROGRAMMES AND PROJECTS 2013-2014**

- Implementation of Senior Management Review (SMR) recommendations and department status.
- Conformance to all enacted elements of Protection of Freedoms Act legislation.
- Implement revised service levels and budgets following ZBB Panels.
- Implementation of Automatic Resource Location System (ARLS) to enhance FSI deployment.
- Implementation of Image Management System – viewable forensic/scene imagery provision force wide.

- Full evaluation of Coventry and BE Forensic Intelligence Pilot and subsequent roll out to rest of force area.
- To roll out the National Footwear Database across the Force with some governance and guidance regarding the use.
- To continue to make use of mobile devices to enhance the forensic service provision in line with the Force Mobility Project and ACPO Science & Innovation Board 'Digitising the Crime Scene' National.

## **AREA OF BUSINESS UPDATES – STRATEGIC POLICING REQUIREMENTS (SPR)**

### **BACKGROUND**

156. The Police Reform and Social Responsibility Act 2011 provides provision for the Home Secretary to issue a Strategic Policing Requirement to specify national threats and capabilities that Chief Constables and Police and Crime Commissioners are required to have regarded to.

157. The SPR is a critical document in defining a limited number of high risk areas of Policing that require national consistency of approach and interoperability between forces and other partners. The SPR will also be important in defining the relationship between forces and the National Crime Agency.

158. In July 2012 the Home Secretary issued the SPR.

The SPR identifies five key areas of policing 'to have regard to':

1. Civil Emergencies
2. Public Disorder
3. Organised Crime
4. Terrorism
5. Large Scale Cyber Incident

159. College of Policing is supporting Association Chief Police Officer leads to implement capability frameworks for each of the five threats. The frameworks for Public Order, Civil Contingency and Organised Crime have been completed and distributed to all forces. Cyber Crime and Counter Terrorism are currently being written. The frameworks will embrace interoperability and supersede the existing ACPO (2010) Protective Services standards.

160. The College of Policing is supporting Association Chief Police Officer leads to implement capability frameworks for each of the five threats. The frameworks for Public Order, Civil Contingency and Organised Crime have been completed and distributed to all forces. Cyber Crime and Counter Terrorism are currently being written. The frameworks will embrace interoperability and supersede the existing ACPO (2010) Protective Services standards.

161. The Strategic Policing Requirement is supported by the National Policing Requirement (NPR). This document details the capacity and contribution, capability, consistency, and connectivity required to counter the identified threats. The document identifies a planning assumption for each threat. Planning assumptions have been drawn from government and strategic documents to provide an appropriate policing response to the threats and prepare for the most serious threats.

162. At the same time Authorised Professional Practice (APP) has introduced a framework of national standards that targets the higher risk areas of policing. The College of Policing held the official launch of APP on October 24<sup>th</sup> 2013.

163. With the introduction of the SPR, ACC Crime led a programme of work which incorporated a force self assessment of the SPR. This work informed the 2013 Force Strategic Assessment and supported both business and operational plans for 2013 / 2014. This work was reported to the Police Authority in October 2012 and this document builds on that legacy.

## **GOVERNANCE AND SELF ASSESSMENT**

164. In April 2013 a programme of work began led by ACC Security. The programme has worked closely with the College of Policing to understand the current and future capability frameworks. A senior officer lead has been identified for each area of business and we have conducted a self assessment and are working hard to deliver against the capability frameworks. A formal report has been presented to Command Team and our findings shared at Force Leadership Conference. This programme of work will help inform the 2014 Force Strategic Assessment and underpin the business and operational plans for 2014-2016.

## **PUBLIC ORDER**

### **PLANNING ASSUMPTION:**

165. The Police Service should be prepared to deal with three separate seats of significant disorder simultaneously for a period of seven days within the UK. This planning assumption is based on information and experience of historical events (eg, G8, G20, EDL), and is reinforced by the disorders of August 2011, when significant disorder occurred across the major cities of London, Birmingham and Manchester. Historical experience is also supported by annual strategic threat and risk assessments, academic research and socio-economic assessments.

### **SELF ASSESSMENT:**

166. West Midlands Police perform strongly across the capability framework for public order. We have good governance and command structures and are working towards better force processes to communicate with our communities during such disorders and improving our operational briefing and debriefing.

## **CIVIL EMERGENCIES**

### **PLANNING ASSUMPTION:**

167. At the national level, the Police Service should be prepared to deal with a major accident or natural hazard which requires a national response. Examples include severe coastal flooding affecting three or more regions of the UK, or an influenza pandemic. This planning assumption is based on those civil emergencies assessed as a Tier 1 risk in the National Security Risk Assessment.

### **SELF ASSESSMENT:**

168. Our assessment shows good governance and command structures with strong mobilisation plans. We are working towards improving our ability to warn



and inform our communities and enhancing our management process for identifying and assessing key risks.

#### **ORGANISED CRIME:**

##### **PLANNING ASSUMPTION:**

169. Four high-level planning assumptions have been defined. They are the ongoing drivers of organised crime, the means by which organised crime is facilitated, convergence of threats and the interdependencies/issues that affect our response.

##### **SELF ASSESSMENT:**

170. West Midlands Police have a serious and organised crime strategy with clear defined lines of accountability. We have strong management processes to address organised crime groups. We are developing our partnerships with other law enforcement agencies to combat Organised Criminal Gangs.

#### **TERRORISM:**

##### **PLANNING ASSUMPTION:**

171. The CONTEST planning assumptions (2011 to 2015) reflect a shared understanding (between the Government, the Police Service and other delivery agents) of future terrorist intent, technological trends and the political and economic environment.

172. These assumptions cover:

- Al Qa'ida radicalisation
- Technology and techniques
- Mass-scale attacks
- Northern Ireland
- Individual extremists
- Foreign intelligence services

##### **SELF ASSESSMENT:**

173. Capability frameworks for Terrorism have not been released. A self assessment has taken place against the Contest framework and NPR planning assumptions. We have an effective Counter Terrorism Unit with considerable operational experience. We have proven our interoperability on local, national and international footings. The unit remains highly dependent on local policing and acknowledges the challenges ahead.

#### **LARGE SCALE CYBER INCIDENT:**

##### **PLANNING ASSUMPTION:**

174. The planning assumption identifies four areas of threat. Cyber crime - ranging from industrial scale theft and identity fraud to exploiting children and those most vulnerable. State sponsored attacks on the national infrastructure where states seek to compromise our government, military, industrial and economic assets.

175. Use of the internet for radicalisation and inciting terrorism, highlighting that cyberspace is already used by terrorists to spread propaganda, radicalise potential supporters, raise funds, communicate and plan.
176. Hacking – understanding and recognising the threat from politically motivated activist groups and the attacks on attacks on public, private sector websites and online services in the UK are becoming more common.
177. Capability Frameworks for Cyber Crime have not been released. Our work with Cyber Crime is evolving. West Midlands Police have a Cyber Crime Control Plan for 2014 and a Cyber problem profile has been commissioned. We have a Force Cyber Crime Board and are supporting the Regional Organised Crime Unit.

## **HMIC INSPECTION**

178. Over the next two years HMIC plan to inspect all aspects of the SPR and in their first year (2013/14) of inspection activity they have planned three elements for the SPR inspection:
- An examination of the mechanisms by which forces, regions and the service determine the capabilities and capacity required to counter each of the five threats, as well as the mechanisms for securing a contribution from forces interoperability, consistency and connectivity.
  - A more detailed exploration at force, regional and national level of the arrangements physically in place to deal with a large scale public order incident; or a large scale cyber incident or criminal attack.
  - A review of progress within each region to achieve a consistent set of capabilities for the regional organised crime units, including how forces are using the ring fenced funding offered by the home secretary.”
179. On 30<sup>th</sup> and 31<sup>st</sup> October 2013, HMIC carried out their inspection of West Midlands Police. Under the Police Reform and Social Responsibility Bill, both the Chief Constable and the Police and Crime Commissioner should have regard to the Strategic Policing Requirement and the National Policing Requirement when issuing or varying their Police and Crime Plan.

## **RECOMMENDATION SPECIFIC TO THE SPR**

180. The Board is asked to note the content of this report and the PCC is invited ‘to have regard to’ this overview of WMP’s self assessment against the SPR.

## **FINANCIAL IMPLICATIONS**

181. These matters are covered in the individual department updates.

## **LEGAL IMPLICATIONS**

182. These matters are covered in the individual department updates

**OVERALL RECOMMENDATION**

183. The Board is asked to note the content of this report.

ACC Marcus Beale (ACC Security)