



**STRATEGIC POLICING AND CRIME BOARD**  
**3 February 2015**

**Strategic Policing Requirement**

**PURPOSE OF REPORT**

1. This paper is intended to inform the Commissioner of the response of West Midlands Police to the Home Secretary's Strategic Policing Requirement (SPR). It provides an update to the last report to the PCC in November 2013 and should help the Commissioner have due regard to the SPR and to support the setting of Police and Crime Plan for 2015/16.

**Recommendations**

- Recommendation 1: This report asks the Commissioner to acknowledge that although WMP demonstrates its capability to meet the local and national public order responsibilities; this is increasingly to the detriment of the delivery of non-emergency local policing during deployment periods.
- Recommendation 2: The Commissioner acknowledges the work of West Midlands Police in the implementation of the WMP Organised Crime Strategy.
- Recommendation 3: Within the national framework WM CTU operates effectively. It is recommended the Commissioner supports the Chief Constable with the "CT Futures" implementation.
- Recommendation 4: The Commissioner continues to support the Chief Constable in the delivery of the WMP Cyber Control Strategy.
- Recommendation 5: The Commissioner recognises that consideration is given to the actual collective effect on the Resources portfolio with any significant changes to the SPR.
- Recommendation 6: It is recommended that the Commissioner note the contents of this report and have regard to its recommendations within their strategic planning allowing them to have due regard to the SPR in setting the budget and Police and Crime plan.

## BACKGROUND

### 2. The Journey 2013/2014

In October 2013 HMIC inspected WMP in its ability to respond to the SPR, specifically large-scale public order and to a large-scale cyber incident.

In June 2014 HMIC released three national reports:

- The Strategic Policing Requirement: An Inspection of the arrangements that police forces has in place to meet the requirement. This has fifteen recommendations for Chief Constables to consider. All recommendations have been discussed and considered within the force process.
- The Strategic Policing Requirement: An Inspection of how police forces in England and Wales deal with threats to public order: WMP perform well in this report and are specifically credited within the Public Order arena.
- The Strategic Policing Requirement: An Inspection of how police forces in England and Wales deal with threats of a large scale cyber incident (including criminal attack). Again although the report focused on the work required nationally WMP were credited within the report for its work within the area of Cyber Crime.

In August 2014 WMP supported the Home Office in a refresh of the SPR.

### 3. In October 2014 HMIC released their inspection report of WMP. The report was complimentary towards WMP and its capability to respond to the local and national threat. HMIC are confident in the process within the WMP and that the Chief Constable and the PCC have due regard to the SPR.

## Current Position WMP

4. The West Midlands Police response to the SPR follows the NPR and forms part of our business planning process. WMP has an ACPO (ACC Security) lead for the SPR who chairs quarterly meetings ensuring that all business leads understand their responsibilities in response to the SPR and provides an opportunity to identify areas of vulnerability.
5. Within this process each business lead is accountable to complete a self-assessment alongside the College of Policing capability frameworks. Each lead completes a composite report enabling identification of vulnerability impacting on the capability of WMP to respond to the SPR.

## Civil Emergency

6. Led by ACC operations, West Midlands Police Integrated Emergency Management (IEM) completed an assessment of their business area alongside the College of Policing Capability Frameworks.
7. **There is no specific recommendation for the Commissioner in the area of Civil Emergency. The current structure and strategy within IEM meets the local and national threat ensuring WMP are contributing to the national requirement.**

## Public Order

8. Led by ACC Operations, Force Operations Department led a review of the SPR response to Public Order alongside the College of Policing Capability Frameworks. The review found West Midlands Police to be in a strong position to support local and national requirements but it is necessary to highlight the implications on doing so.
9. WMP have a comprehensive mobilisation plan which covers the deployment of resources locally, regionally and nationally. The force mobilisation plan is shared with regional forces as a matter of routine to ensure compliance with national mobilisation requirements. All events are overseen through a central Operations team (Events & Planning) and are assessed as to their need for public order command structure. POPS is one of the 13 identified risks on the community risk register. Joint training and exercising is undertaken as part of the LRF interoperability programme.
10. However, it has become increasingly challenging to maintain all local policing services during times of significant public order deployments, elsewhere within the WMP area or further afield, with the staffing reductions we have experienced in recent years. To be clear, emergency service policing remains resilient during these periods, but we are often compelled to delay non-emergency services beyond our normal service expectations.
  - **Recommendation 1: This report asks the Commissioner to acknowledge that although WMP demonstrates its capability to meet the local and national public order responsibilities; this is increasingly to the detriment of the delivery of non-emergency local policing during deployment periods.**

## Organised Crime

11. Led by ACC Crime, Force Crime Investigation Department and Force Intelligence have reviewed the Organised Crime capability of West Midlands Police and focus on the WMP Organised Crime Strategy.
12. The aim of the WMP Organised Crime Strategy is to set out how WMP will deal with the challenges faced from Serious and Organised Crime. It adopts the same four strands as the national strategy, with parameters to ensure consistency with the force operating model and prevent duplication of effort across the 4 P's.
13. WMP Organised Crime Strategy has been produced and a WMP Strategic Crime Governance Board created. This board is chaired by ACC Crime and will provide strategic oversight, development and governance, of the crime portfolio including Organised Crime and Public Protection Unit Investigation.
  - **Recommendation 2: The Commissioner acknowledges the work of West Midlands Police in the implementation of the WMP Organised Crime Strategy.**

## Counter Terrorism

14. Led by ACC Security, West Midlands Counter Terrorism Unit undertook a review of the SPR response to Counter Terrorism.
  - On 29<sup>th</sup> August 2014 the threat level was raised to SEVERE (an attack is highly likely).

- Within the UK, West Midlands continues to experience the highest level of CT threat outside London. The threat has changed with the significance of ISIS in Iraq and Syria. The deterioration of events in Syria and Iraq has had a significant impact on threat and demand across all portfolios within WMCTU, most recently being the threat to police officers, staff and our Jewish community.
- WMCTU maintains the capability to meet the growth in demand but continues to rely heavily on support from the national CT Network to provide the appropriate levels of resource capacity to meet demand.
- WMCTU continues to operate in line with WMP policies and processes across the majority of business areas which maintains high levels of integration, interoperability and mutual support at times of peak demand e.g. social media and covert internet capability.
- The CT Futures programme has attempted to align resources to threat. This has produced anticipated increases in establishment and posts. Any significant growth has a potential impact on WMP.
- **Recommendation 3: Within the national framework WM CTU operates effectively. It is recommended the Commissioner supports the Chief Constable with the “CT Futures” implementation.**

## Cyber Crime

15. Led by ACC Crime, Force Intelligence has reviewed the framework alongside the WMP Cyber Crime Control Strategy and the College of Policing Cyber Crime Capability Framework. The areas for further work to achieve the desired state are categorised within the 4P (Pursue, Prevent, Protect, Prepare) approach. WMP have a strong core capability that continues to evolve in a structured way alongside the WMP Control Strategy.

**Recommendation 4: The Commissioner continues to support the Chief Constable in the delivery of the WMP Cyber Control Strategy.**

## Resources

16. It is important across all areas of the SPR that, before any proposed changes are introduced to structures and processes, due consideration is given to the capacity and capability across the Organisation, particularly within the Resources Portfolio (Learning and Development, Human Resources), to support the implementation of these changes. Consideration should also be given to the potential impact in other areas of service delivery if resources are re-aligned.

**Recommendation 5: The Commissioner recognises that consideration is given to the actual collective effect on the Resources portfolio with any significant changes to the SPR.**

## Conclusion

17. It is acknowledged both internally and externally (by HMIC and other forces) that West Midlands Police have an effective response to the SPR. Our governance and process should provide strong reassurance to the Commissioner that the SPR business areas are operating effectively to meet the needs of the communities of the West Midlands and our national responsibilities. Where there are developmental opportunities they

have been recognised and work is in place to improve. Both the ACPO and Force lead support other forces in their response to the SPR sharing the learning of WMP.

18. It is also noticeable that as the organisation shrinks meeting the national responsibilities has an effect on local service delivery and this is becoming more acute e.g. we continue to meet our public order responsibilities but this is at the detriment of non-emergency local policing.

**Recommendation 6: It is recommended that the Commissioner note the contents of this report and have regard to its recommendations within their strategic planning allowing them to have due regard to the SPR in setting the budget and Police and Crime plan.**

## **FINANCIAL IMPLICATIONS**

19. As per recommendation 6.

## **LEGAL IMPLICATIONS**

None

## **RECOMMENDATIONS**

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