

Joint Audit Committee March 2020

Preventing crime, protecting the public and helping those in need

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WMPs funding position

Whilst police grant has increased for 20/21 to fund increase in officer numbers, there remains a lack of clarity over precept funding flexibility (WMP remain second lowest). One year settlements do not assist medium term financial planning.

Key controls

- Influence National debate on Police Funding
- Review and continue to scrutinise financial planning
- Revised MTFP and focus on benefit maximisation and continued efficiencies

Activity

- CC Thompson is the NPCC lead for finance and continues to articulate the need to review the way Forces are funded
- Thorough financial planning used continually with the additional pay rise for officers included in the medium term financial plan
- Benefits to be scrutinised through force governance arrangements

Governance

Owner: Director of Commercial Services

Lead: Assistant Director of Finance

Scrutiny: Commercial Services Governance Board

Vulnerability

Identification of vulnerability in demand including hidden crimes and missing people.

Key controls

- HMICFRS vulnerability recommendations incorporated into a number of governance boards including Vulnerability Improvement Board.
- Controlworks builds in greater requirement for assessment and recording of rationale at initial contact.

Activity

- Specific focus on our response to Missing people through Strategic Tasking and a number of portfolio governance boards.
- Relaunch of THRIVE.

Governance

Owner: ACC Crime & ACC Operations

Lead: Head of PPU & Head of Contact

Scrutiny: Vulnerability Improvement Board, STCG, Ops Board



Records Management

Historically the force had an immature records management capability, which means that we have difficulty accessing physical and digital records and once accessed there is limited assurance of the quality. There is a lack of understanding regarding the legacy rules that apply to digital searches within specific systems therefore searches can return inconsistent results

Key Controls

- Review, mapping & weeding of all physical records
- Records management requirement built into new systems as legacy systems are replaced
- Increase communications regarding importance of data quality

Activity

- Staff assimilated into new permanent posts funded until March 2024 to continue this work.
- Policy & guidance refresh is underway to reinforce importance of data quality
- IM are represented on all project boards relating to IT systems

Governance

Owner: DCC

Lead: Kate Jeffries

Scrutiny: Strategic Information Management Board

Serious Violence in Under 25s

The increase in volume of serious violence (gun and knife crime) in the under 25s and the cumulative risk around community safety could impact on the force capacity to respond impacting on public confidence and safety.

Key controls

- Additional funding has been allocated to WMP
- Dedicated project team.
- Violence Reduction Unit established.
- Managed through FTDB and Strategic Tasking structures.

Activity

- Increasing capacity for P4 logs to release neighbourhood resource to concentrate on prevent activity
- Dedicated force support resource allocated to violence suppression particularly during night time economy

Governance

Owner: ACC Local Policing

Lead: Project Guardian Lead

Scrutiny: Force Tactical Delivery Board & Strategic Tasking group



Workforce Demographics

Due to sustained austerity inhibiting recruitment, some functions within the force are less representative of the communities we serve. This creates a risk to public confidence and operational service delivery.

Key controls

- Review of approach to Diversity & Inclusion
- Review of recruitment and promotions processes

Activity

- Departmental D&I plans are in place and each dept. has a local D&I governance board. The D&I plans are reviewed as part of QPR process and any key risks are escalated to the Business Partners. The plans are reviewed bi-annually internally and will also be externally reviewed annually.
- Positive Action supporting all recruitment & promotions processes and there is now better management information to understand representation at all stages of the process.
- All FET leads sponsor a strand of D&I
- Being monitored as part of recruitment uplift

Governance

Owner: Director of POD

Lead: Ass Dir Org Learning & Development

Scrutiny: POD Governance Board

Demand Management

Increased demand on policing with limited understanding of how it moves through the system impacts on our ability to create and execute effective plans to ensure effective and efficient delivery of policing

Key controls

- DDI Dashboards to give better access to management information to inform decisions
- Gold group task to look at journey maps for incident types to identify pinch points and give insight into what could be done to make the process more efficient.
- Closely linked to Control Works.

Activity

- DDI dashboard are being delivered to provide MI.
- Summer demand was debriefed which will guide planning this year.

Governance

Owner: ACC Operations

Lead: Head of Contact

Scrutiny: Resilience Board



Britain's Exit from the EU

Following Britain's exit from the European Union in December, the country will continue in a period of transition. Impact of departure and associated risks (including info sharing and supply chain) continues to be monitored.

Key controls

- Work has been undertaken to ensure that systems are in place to maintain intelligence sharing
- Regular Gold meetings are in place.
- Bespoke plans are in place

Activity

- National and regional structure is in place to ensure forces are aware of new arrangements
- Suppliers and service providers have been contacted to ensure they have plans in place to mitigate any disruption.

Governance

Owner: ACC Operations

Lead: Silver Lead

Scrutiny: Gold Structure

Airwave Replacement

There is a risk that the introduction of the new airwave replacement, will lead to increased costs and additional change requirements being placed on WMP impacting on service delivery

Key Controls

- Project management support provided
- Regional working to ensure integrated planning

Activity

- The slippage in the national programme has reached the stage where WMP are unable to complete their migration to ESN until after the Commonwealth Games in 2022. New radios have been purchased to replace the ageing fleet and are being rolled out. A number of items of Airwave infrastructure are approaching end of life; Programmes are in place to refresh all that equipment but there has been slippage. IT&D continue to monitor.

Governance

Owner: Director of Commercial Services

Lead: Assistant Director of IT&D

Scrutiny: Organisational Change Board



PEQF & Uplift

PEQF risk has been widened to include the Home Office recruitment uplift. The uplift targets, plus the PEQF entry routes create significant additional demand on WMP. The failure to meet recruitment targets will impact on the forces resilience and may potentially affect future funding from the Home Office

Key controls

- Workforce plan to meet targets to the end of March 2023
- Understanding of staff turnover and retirements to 2023
- Review where student officers are posted across organisation
- Clarity of the expectation of ESFA and Ofsted audits

Activity

- Five work streams in project: Identity and Attraction, Talent Pipeline, Recruitment, Logistics, Learning
- Recruit additional roles to manage additional uplift activity (grant funded)
- Attraction strategy to target audiences representative of communities
- Process map activities for end to end recruitment journey
- Plan to retain / pass on knowledge of experienced staff who are retiring
- Ensure maximum numbers of student officers can be accommodate and operate without compromise
- Continued close liaison with ESFA and Ofsted

Governance

Owner: Director of POD

Lead: Assistant Director Business Partnering

Scrutiny: POD Governance Board

Recruitment, Retention and Workforce Resilience

Changing and increased requirements for specialist skills within the workforce create a risk that WMP will not be able to recruit and retain sufficiently skilled people to deliver our service. Ongoing recruitment may not address attrition rates due to high levels of upcoming retirements.

Key Controls

- Workforce plans to be reviewed for next 5 years
- Review of resilience for specialist skills across all departments with critical roles
- Introduction of talent and development programmes (e.g. detective academy) to meet demand of specialist skill

Activity

- Workshops have taken place with all departments and NPUs to determine requirements.
- Regular cohorts of detectives trained to meet demand through Detective Academy
- Alternative entry routes are being implemented to grow quickly in specialist skill areas e.g. DHEP DC and Police Now Detective
- Workforce plan & recruitment plan tracking strength and attrition over a 5 year period, which is reviewed regularly

Governance

Owner: Director of POD

Lead: Assistant Director, Business Partnering

Scrutiny: POD Governance Board

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Covid19

Should staff become infected and required to self isolate, this may impact on workforce resilience and ability to serve the public as part of business as usual.

Command structure in place to support Covid 19 and deliver against get national and local objectives is also placing additional demand on the workforce, outside of their normal business.

Key controls

- SCG & TCG structure in place for external liaison, led by ACC Jardine as Gold.
- Internal Resilience in place, led by ACC Johnson as Gold.
- Daily Diamond group to discuss forcewide response.
- Links into national structures.

Activity

- Regular review of forcewide resilience.
- Departmental business continuity plans reviewed and refreshed where appropriate.
- Ongoing communication to staff regarding their roles and responsibilities.

Governance

Owner: ACC Jardine & ACC Johnson

Lead: CSupt Claire Bell

Scrutiny: Gold Structures

