



Strategic Policing and Crime Board

19 January 2021

Police and Crime Plan Priority: Regular Item

Title: Emergency Chapter Report – by exception

Presented by: Assistant Chief Constable Chris Todd

PURPOSE OF PAPER

1. Provide an update on the efficiency and effectiveness of the West Midlands Police (WMP) response to the COVID-19 national emergency.
2. To update regarding the organisational health of West Midlands Police in the recovery phase of the COVID-19 national emergency.

BACKGROUND

3. West Midlands Police (WMP) continues to prioritise the response to COVID-19, maintaining a major incident response in partnership with the Strategic Coordination Group (SCG).
4. This paper provides an update on a previous paper presented at the Strategic Policing and Crime Board on 15 December 2020.

COVID-19 RECOVERY – CRIME PATTERNS

5. There have been no new or unexpected patterns of crime linked to Covid specifically. However, depending on the levels of restrictions crime patterns do change. When tighter restrictions are in place there is less public place violence and less serious acquisitive offending than normal. There is likely to be more: online offending, neighbourhood disputes, Harassment and Domestic Abuse reported with tighter restrictions. This pattern is expected to continue in the next 3 months.

WHAT IMPACT HAS THE REDEPLOYMENT OF OFFICERS AND STAFF IN RESPONSE TO THE COVID19 EMERGENCY HAD ON THE RECOVERY OF WMP?

6. The force has utilised Mission Support and a resourcing cell, coupled with the Op Colonel and Force Tasking meeting processes, to minimise the impact of Covid-19 on Operational delivery. This has included the movement of staff to manage any short term impacts due to staff contracting Covid-19 or being required to self-isolate, and any medium term impacts that have required the movement of staff into different operational areas or activities as a result of Covid-19. This has enabled the force to maintain Operational Service delivery throughout the Covid-19 period, and align resources to Operational and Tactical priorities throughout the period, as was evidenced over New Years Eve when critical shifts within the Wednesfield Contact Centre were impacted.

IMPLEMENTATION AND ENFORCEMENT OF COVID-19 REGULATIONS

7. Directions to leave have a number of outcomes including: dispersal, fixed penalty notice (FPN), summons and arrest.
8. There has been a significant increase in use of directions to leave since November, although over the seasonal festive period numbers did drop compared to the high of mid-November.
9. There have been a total of 30,373 directions to leave forms from March 2020 to 3rd January 2021 as can be seen in figure below. Low level compliance records the number of people on 1 form rather than taking individuals details.

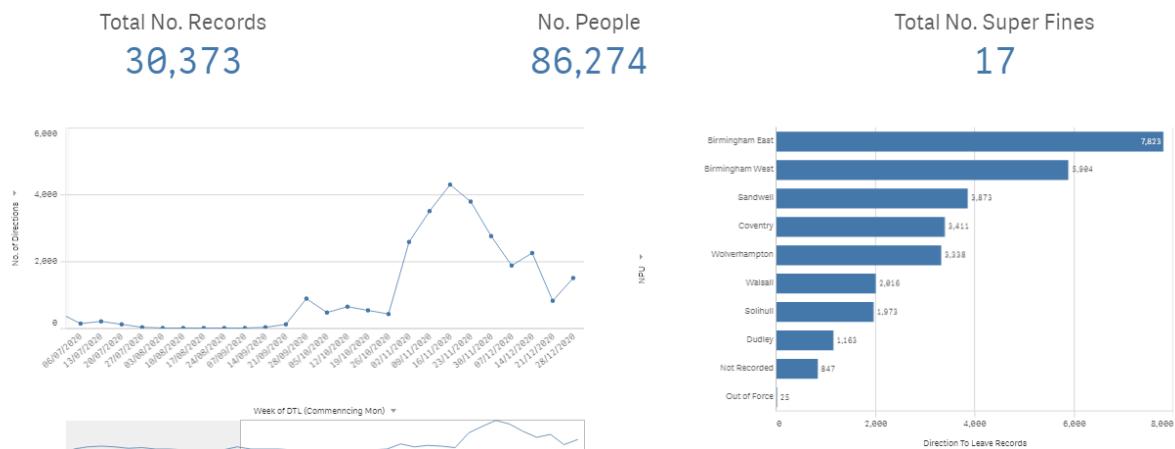


Figure 1 Direction to leave data from March 2020 to 3rd January 2021

10. Of the 30,373 the majority are for recording of low level compliance and has accounted for over 24,000 Directions to leave (DTL). A further 1,649 were for fixed penalty notices and 33 resulted in arrest.
11. Our baseline for assessing disproportionality is the 2011 census. Personal details are not captured for low level compliance, however of the 1649 given Fixed Penalty Notices (FPN's) where data is collated, 47% have been given to white people, 23% to Asian people and 12.5% to black people.
12. The data also indicates that directions to leave are disproportionately impacting young people. 25-39 year olds have received 42% of FPN's and 18-24 year olds have received 34%. Combining these categories we see that 18 to 39 years olds have received 76% of all FPN's, whereas that age group only represents 30% of the population according to the 2011 census data. This is an increase of 7 percentage points since last reported.
13. There have been 17 Super Fines issued since the legislation came into place.

Enforcement of International Traveller Quarantines

14. There have been 243 Quarantine referrals since 23rd November 2020, with a weekly average of 66-67. In recent weeks the Public Health England (PHE) referral team have held the referrals and sent them all through in batches. Work is ongoing to develop this approach to enable the referrals to come through to the force on a more regular and consistent basis. The vast majority of those required to quarantine have been cooperative and available when contacted.

Enforcement of any Local Restrictions

15. There has been no specific enforcement based upon local restrictions, with all local authorities within the force area having been subject to the same tiers within the Coronavirus Regulations throughout the course of the pandemic. The Force Support Unit (FSU) and Safer Travel Team from Operations have worked extensively with Neighbourhood Policing Units (NPU's) on positive action days and other activity, and will continue to appropriately enforce Coronavirus Regulations as part of daily business, with consistency across the force area. This is monitored through the Op Colonel (WMP response to Covid-19) arrangements.

Large Scale and Local Vaccination Centres

16. In November 2020 two large vaccination sites were identified for the WMP Force area. Due to logistical challenges relating to the storage of the Pfizer vaccine these did not go live initially with Primary Care Networks being adopted as points of initial dissemination instead. The large vaccination sites are likely to go live later in January, now that the AstraZeneca vaccinations, which are easier to store and distribute, have also become available.
17. The implementation of vaccination sites is dynamic. WMP have appointed a lead to work with Partners to ensure the smooth implementation and running of the sites. This work is then overseen through the Op Colonel command structure. Risk assessments and response plans are in place for all such sites. No issues have yet been experienced at any site.

Large Scale Testing Facilities

18. All local Authorities in the West Midlands are continuing with plans to roll out large scale testing sites. Again, risk assessments and response plans are in place for all such sites.
19. West Midlands Police have partnered with Coventry City Council to pilot the adoption of lateral flow testing for employees. The lessons learnt from this process have been shared and a consistent approach to manage employee welfare alongside operational effectiveness is now being adopted across the whole fo the force geography so that staff can make use of facilities in other local authority areas too. No issues have yet been experienced at any site.

WORKING AND OPERATING EFFECTIVELY WITH PARTNERS

Strategic Co-ordination Group and Tactical Co-ordination Group

20. There have been no changes to the operating arrangements with partners. The Strategic Co-ordination Group (SCG) and the Tactical Co-ordination Group (TCG) maintain a weekly rhythm with extraordinary meetings added as required. Chairing of the SCG remains with the Local Authorities and the TCG is chaired by a Health representative.

SPECIAL CONSTABLE BONUS ALLOWANCE

21. This position remains unchanged and has done since March 2020. 140 Special Constables have claimed the bonus allowance.

PERSONAL PROTECTIVE EQUIPMENT PROVISION

22. The revised National Police Chiefs Council (NPCC) Personal Protective Equipment (PPE) guidance issued on the 3rd November stresses the importance of officers and staff using PPE when required to intervene with a member of the public inside their social distance regardless of whether they are displaying symptoms, or whether or not the officer is in uniform. The key change is that goggles should also be worn where close contact with the public is likely, social distancing isn't available and there is suspected risk of infection, or a person is symptomatic.
23. The guidance remains that in all scenarios, officers must have PPE readily available and as a minimum this should include a fluid resistant surgical mask (IIR) and gloves (non-latex).
24. The guidance for PPE is published on the WMP PPE portal, along with the responsibilities for line managers and individual officers and staff. Leaders have been briefing this to their teams. Figure 2 shows the operational guidance for PPE.

Hygiene and PPE requirement	Inside duties			External/public facing duties	
	Cleaning of police stations, cars and equipment	Contact with police colleagues and suppliers –	Social distancing available	Contact with the public is likely – but with social distancing measures available	Close contact with the public is likely and social distancing is not available and there is a suspected risk of infection, or a person is symptomatic
Social distancing: first vital step in protection 	2 metres	2 metres	Aspire to achieve 2 metres separation or other physical measures	2 metres	2 metres unless closer contact is essential
Basic hygiene	<ul style="list-style-type: none"> ■ Avoid touching eyes, nose and mouth ■ Wash hands for 20 seconds with soap and hot water and when not available use alcohol based hand sanitiser as often as possible, after incidents, and on return to station 				
Fluid resistant surgical mask (IIR) 	✗ No	✗ No	✓ Yes	✗ No	✓ Yes
Disposable gloves (non-latex) 	✓ Yes	✗ No	Risk assess	✗ No	✓ Yes
Disposable aprons 	Risk assess	✗ No	✗ No	✗ No	✓ Yes
Goggles 	Risk assess	✗ No	Risk assess	✗ No	✓ Yes
Fluid repellent coverall/over-suit 	✗ No	✗ No	✗ No	✗ No	Risk assess

Figure 2 Personal Protective Equipment Operational Guidance

25. Providing the appropriate level of PPE to all officers and staff is a key priority for WMP. Nine million items of PPE have been issued so far with a further three million items held in stock. WMP began planning and purchasing PPE at an early stage and have therefore been in a strong position to respond to the changes in PHE/ NPCC guidance.

26. Assurance of continued PPE provision, compliant with current standards, through a supply chain sufficiently agile to respond to any changes in requirements, is a force priority. This is overseen by the Force Executive Team Gold Commander. The update to the Gold meeting details the current stock level for each item, expected consumption over the next twelve weeks, the quantity that is on order and when that order will arrive. Each item is then given an appropriate status: red, amber or green.
27. Strong supply lines have been developed with existing suppliers and through developing relationships with new suppliers. For the last 4 months the Force has been able to obtain 96% of its PPE needs from the national PPE policing stock. This means that as a Force we are spending very little on PPE.
28. Through creative thinking and a relentless focus on PPE, the WMP position is expected to remain strong. Should the position change this would be highlighted immediately, and reported into the COVID-19 command structure. We have secured additional PPE to meet demand through the winter period.
29. Appropriate PPE has been rolled out to all areas of the Force. All PPE issued is in line with the national standard agreed for policing. There continues to be significant operational input into the PPE and how it is used.
30. Each Neighbourhood Policing Unit (NPU) and Department have designated PPE single points of contact, who are responsible for taking receipt of PPE stock delivered from the central WMP store, distributing it appropriately and feeding back to the central function if additional supplies are needed. This continues to work extremely well.
31. Each NPU and Department receives a weekly supply of PPE to ensure they have what they need. If there are any shortages following this delivery these are immediately addressed.
32. The Police Federation and Trade Unions have been fully engaged and consulted throughout and positive feedback received. In addition to work-based requirements, two reusable face coverings and a bottle of hand sanitiser have been issued to all staff and officers who travel to and from work on public transport. The face coverings are good quality and can be washed 100 times each and therefore we expect the 2 face covers issued will last around 6 months.
33. 4,500 staff and officers have requested face coverings and these were issued within 48 hours of Shared Services receiving the request. We have also offered these to volunteers across the Force.

34. The end to end process was put in place a week before the start date of the government mandating face coverings being worn on public transport.
35. From 5th November 2020 the wearing of face coverings in all communal areas of all our buildings was mandated, to ensure we take every precaution we can to keep people safe. Additional reusable face coverings have been provided to all officers and staff that need them in light of this.
36. Alongside the standard face coverings we have also purchased transparent face covers to cater for lip reading and face covers for those officers and staff that have turbans or longer beards.
37. Where staff and officers cannot wear them due to medical reasons we have secured a lanyard that makes it clear to others that the person wearing it cannot wear a face covering to avoid the embarrassment of unnecessary challenge.

WHAT IMPACT HAVE SICKNESS AND SELF-ISOLATION HAD ON THE OPERATIONAL EFFECTIVENESS OF WMP

38. The force have established a Resourcing Cell which keeps a constant overview of resource and abstraction levels across the force. Sickness and self-isolation abstractions at the beginning of January are just over 6%. This compares favourably with most similar forces. The Resourcing Cell use a predictive model to anticipate critical staffing levels within departments and specific business areas to ensure agility in our response to resourcing requirements, such as that experienced over New Years Eve in Contact.

WHAT ASSESSMENT HAS BEEN MADE OF THE EFFECTIVENESS OF THE COUNSELLING AND SUPPORT SERVICES AVAILABLE TO OFFICERS AND STAFF

39. Colleagues from People and Organisational Development have twice weekly meetings with the Police Federation and Trades Unions to ensure that the force is able to respond to any concerns or questions in a timely manner. These meetings also allow us to assure the effectiveness of the support provided to colleagues and make any improvements or amendments as appropriate. Whilst detail of individual provision remains confidential, generic feedback from Federation and Trade Union colleagues is positive.
40. Resources are immediately available to all staff through the Wellbeing Portal and include access to B-Well, Coronavirus Support, National Wellbeing Service, Wellbeing Support Partners, Flu Vaccinations and more.

IMPACT OF COVID-19 TESTING ON OPERATIONAL EFFECTIVENESS

41. The impact of the COVID-19 testing on operational effectiveness actively contributes to infection control within the organisation by quickly removing from the work place individuals at risk and raising their awareness of their own health and safety and that of their family.
42. There is an immediate efficient response to positive tests through the seven day coverage of the Force's test and trace function. This team are also able to work directly with Public Health England (PHE) colleagues in order to assess specific risks as they arise. For example, this practice was recently implemented following the deployment of a specialist team which risked exposure which might otherwise have resulted in unnecessary isolation. Through direct engagement with PHE a detailed analysis enabled specific risks to be identified and mitigated whilst wider unnecessary isolation of colleagues was avoided.
43. Hotspots or areas of concern continue to be identified quickly, enabling better informed approaches and planning. This learning continues to be shared with the organisation to ensure behaviour change and improved compliance with the COVID secure requirements. The team have received praise from Public Health England for the robust and rigorous approach they have taken to support colleagues and the force.
44. The Force's approach to the adoption of lateral flow testing for the wider workforce is described at paragraph 19 above.
45. December saw a slight reduction in positive tests in comparison to October and November, however we are closely monitoring this situation and are taking every effort to ensure this maintains in light of recent news relating to the new strain of the virus and tier system. However, at the time of writing, indications in early January are that workforce levels of isolation may be rising again. This will be carefully monitored.

OPERATIONAL AND ORGANISATIONAL LEARNING

46. This position remains the same as reported in the December 2020 paper which was presented at the Strategic Policing and Crime Board.

FINANCIAL ASSESSMENT

Impact of COVID-19 on the 2020-21 budget

47. The finance department has identified and reported actual and future planned costs associated with Covid-19 across the force since March 2020.
48. Table 1 below shows expenditure on Covid-19 from March to end of November 2020 and includes a forecast of expenditure in December 2020. This information is presented to the Secure and Sustain board on a weekly basis:

Category	2019-20 actuals (March) (£'000s)	2020-21 actuals (Apr-Nov) (£'000's)	2020-21 est. for Dec 2020 (£'000's)	Total expenditure Inc. estimates (£'000's)	Comments
PPE equipment	939	1,	15	2,377	This PPE is net of orders via National Procurement of £4.25m. All medical grade and non-medical grade PPE has now been reimbursed by the Home Office.
Officer and Staff pay costs	0	693	67	760	Officers and staff moved from posts including CWG planning, creation of MART team and work by Guardian team on Covid-19. New costs include POD track and trace roles.
Overtime pressures	65	1,292	308	1,665	Actuals on custody, intelligence cell, IT & D contingency, MART team, NPU PHLs, planning and patrols in hospitality sector. Costs now include the first month of enforcement patrols in October. December estimate includes £0.3m for enforcement work across the force. Note £1.8m has been received from HO to support this cost from October 2020 to March 2021 (£0.3m per month).
Temporary staff	0	562	20	582	25 additional staff for force Contact – were extended initially to 30 September and then to 31 December. PPU extension of temp staff contract to 30 December to clear backlog of DA cases. This may extend further to March following the second lockdown but with fewer resources.
Other non-pay	25	1,059	60	1,144	Costs include decontamination, clinical waste, screens for contact staff, and amendments/reinstatement of

					police buildings to make them Covid secure.
Loss of income	107	2,452	200	2,759	Loss of income at Airport and other force Operations including sporting events, Police led prosecutions and traffic investigations, vehicle recovery and DBS. Airport income loss reduced from July as some limited operations recommenced.
Home working (laptops and devices)	533	250	54	837	3,650 machines purchased between March and May of which approx. 420 were directly related to supporting the forces Covid-19 response. Cost includes mobile devices and SIM cards for mobile data in laptops.
Budget savings	0	(841)	(35)	(876)	Savings in fuel (per BP fuel offer which ended on 8 th June) business travel and accommodation.
Total	1,670	6,890	689	9,249	

Table 1: Expenditure on Covid-19 from March to end of December 2020

49. The table highlights a number of areas for discussion. The overall cost of Covid-19 to the Force (excluding the national order of PPE) was £8.56m at the end of November and was expected to reach £9.25m by 31 December 2020.
50. Expenditure on PPE is now £2.36m. After placing a national order for £4.25m (not included in the above table) it is expected that this will continue to provide for 98% of the force's PPE requirements. Further local PPE expenditure will be required to satisfy requirements for officers to wear face coverings in relation to the latest national guidance and this continues to be managed by the Shared Services team. The Home Office have now reimbursed the force £6.01m for all medical grade PPE purchased from March 2020 including the national order and a further £0.32m for non-medical grade PPE ordered at the start of the pandemic.
51. A loss of income of £0.1m was identified in March 2020 and this has grown to an estimated £2.56m by the end of November 2020. The loss of income for 2020-21 principally relate to Birmingham Airport, roads policing and vehicle recovery, events policing (football) and from the Criminal Justice processes.
52. The force has completed returns to the Home Office on income losses from April to July and August to November in which we are able to reclaim 75% of lost income where this is budgeted. The submitted claim for April to July recognised lost income of £1.11m which was then subject to a 5% deduction against budgeted values, resulting in a 75% claim of £0.72m which was paid in November. The claim for income losses between August and

November was for £0.92m and this will be paid in January. A final claim for income losses between December 2020 and March 2021 will be completed at the end of March.

53. We have identified areas where the force has made savings as a result of reduced demand in some areas, such as a saving of £0.2m on fuel costs for police vehicles. Savings of £0.64m have also been noted in business travel and accommodation from April to November. This level of saving is expected to continue for the remainder of the financial year and will help to offset some of the costs in the table above for which there is no current offer of compensation.
54. It is pleasing that the government has provided additional funding to Forces to cover the costs of medical grade and Non-medical grade PPE required in relation to COVID-19, 75% of lost income and enforcement activities. However, it is not yet clear whether the government will provide additional funding to Forces to cover all other costs associated with the pandemic. The table below shows the forces net costs in relation to Covid-19 after income received up to November has been applied.

Net position expected to 31 March 2021:

	Expenditure £'000s	Income £'000s	Net position £'000s
PPE (exl. National order)	2,422	(2,0801,760)*	342
Overtime pressures	2,893	(1,831)	1,062
Other costs	3,814	(170)	3,644
Income loss	3,359	(2,220)	1,139
Budget savings	(981)	0	(981)
Total	11,507	(6,301)	5,206

Table 2 Net position expected by March 2021

*this is made up of £1.76m of income for medical grade PPE paid on 9th November and for non-medical grade PPE claimed but not yet paid of £0.32m

55. The table shows that after income has been received for PPE, surge enforcement patrol overtime funding and loss of income the force will have spent a net £5.21m in dealing with the impacts of Covid-19 from 01 March 2020 to 31 March 2021.

PAYMENT OF FIXED PENALTY NOTICES BY WMP

56. Table 3 highlights the Fixed Penalty Notices (FPN's) scheduled to be paid as a consequence of a Single Justice Procedure (SJP) hearing at court.

Offence	Court Date	Outcome
Contravened the requirement as to restriction of movement during the emergency period	26/10/2020	Fine £220.00, Victim Surcharge £32.00, WMP Cost £95.00

Contravened the requirement as to restriction of movement during the emergency period	26/10/2020	Fine £220.00, Victim Surcharge £34.00, WMP Costs £95.00
Contravened the requirement as to restriction of movement during the emergency period	26/10/2020	Fine £220.00, Victim Surcharge £34.00, WMP Costs £95.00
Contravened the requirement as to restriction of movement during the emergency period	26/10/2020	Fine £220.00, Victim Surcharge £34.00, WMP Costs £95.00
Contravened the requirement as to restriction of movement during the emergency period Contravened a direction of failed to comply with instructions	09/11/2020	Withdrawn no longer at this address (Returned PCR , OIC to Check address and the reissue in court)
Contravened the requirement as to restriction of movement during the emergency period Contravened a direction of failed to comply with instructions	09/11/2020	Fine £80.00, Victim Surcharge £34.00, WMP Costs £95.00
Contravened the requirement as to restriction of movement during the emergency period Contravened a direction of failed to comply with instructions	09/11/2020	Fine £1100.00, Victim Surcharge £110.00, WMP Costs £95.00
Contravened the requirement as to restriction of movement during the emergency period Contravened a direction of failed to comply with instructions	09/11/2020	Fine £1100.00, Victim Surcharge £110.00, WMP Costs £95.00

Table 3 FPN to be paid as a consequence of Single Justice Procedure

57. The SJP court will only hear regulation 1¹ offences, regulation 2² offences including any Super fines will be heard in a Crown Prosecution Services court.

¹ **Reg 1** offences were the original covid fpn offences and covered such actions as follows: Contravene requirement to not participate in a gathering in public of more than two people – *Coronavirus*; Contravene requirement as to restriction of movement during emergency period – *Coronavirus*; Obstruct person carrying out a function under the regulations – *Coronavirus*; Contravene requirement from relevant person; Contravene a direction or fail to comply with instruction – *Coronavirus*

² **Reg 2** offences relate to failure to wear face masks in shops and on public transport as well as businesses remaining open, holding and attending gatherings of 30 or more people and failing to isolate after travel.

58. Several Regulation 1 offences listed in November /December for the SJP court have had to be withdrawn and reissued due to an error in inputting thus, we should receive further data in the next coming months once the defendant has their legal 28 days to respond to the court notice.
59. There are 7 Regulation 2 offences including 2 Super fine cases listed in a not guilty CPS court from the 14th January 2021 onwards.
60. There were 133 No. 1 regulations (up to 3rd July 2020) paid out of a total of 368 issued. The outstanding amount may be within the reminder 28 day period with ACRO.
61. There were 183 No.2 regulations paid (between 4th July 2020 and 22nd December 2020) out of a total of 520 issued. The outstanding amount may be within the reminder 28 day period with ACRO.
62. The ACRO data may not be accurate as there can be a delay from ACRO's end as they are processing FPN's submitted from all forces daily. The data provided is from the latest communication dated the 22nd December 2020.
63. It is unknown when the defendant pays the full amount as there is not a method of tracking from central government funds back into the force account. Furthermore, defendants are able to pay the amount in weekly/monthly instalments.

NEXT STEPS

The board is asked to consider this paper.

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