



**Strategic Policing and Crime Board**

**23<sup>rd</sup> January 2023**

**Police and Crime Plan Priority: Regular Item**

**Title:** West Midlands Police: Supporting the Workforce; Organisational Change

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**Purpose of paper**

1. To provide an overview of the delivery and progress of West Midlands Police (WMP) People Strategy.
2. To provide an update on WMP change and improvement programmes led by the Strategy, Direction and Assurance Department. This includes any continued investment in modern technology to improve tackling crimes, making the Force more efficient, improving the way in which the public contact WMP, how it responds, investigates, and prevents re-offending.

**Workforce - People Strategy**

Uplift

3. The Uplift Programme concludes at the end of March 2023 and to date the Force has increased strength through Uplift funding by 1,050 Officers. Further intakes of students are scheduled through January, February and March.
4. During the period of Uplift, we have recruited 426 new Police Officer colleagues from ethnic minority groups, which is c.17% of all new Police Officers. Despite a continued focus on representation in our attraction and pre-boarding activities, further work is required to achieve the Police and Crime Commissioner's ambition of 1,000 new Police Officers from an ethnic minority background by the end of March 2025.
5. The Gold group set up in April 2021 continues to meet fortnightly to drive initiatives to ensure the Uplift target is achieved, and approaches remain fresh to support the achievement of the Police and Crime Commissioner's ambition. These approaches include;
  - Relaunch Recruitment Ambassador Programme.
  - New Social media campaign.

Retention

6. An important part of achieving the Uplift target is retaining our existing Officers. A retention process is in place for all Officers who resign either to transfer to another Force or leave the service. This approach has seen some success with c.35% of

student Officers participating in a retention interview retained, whilst for substantive Officers it is much lower at c.5%. This variance is due to the reasons for resignation, which for student Officers is linked to their confidence and need for support, whereas for substantive Officers' reasons are linked to financial considerations including promotion, geographical relocation, or other personal reasons.

7. To further retention opportunities, an approach is being investigated to offer the opportunity to Officers with thirty years-service to remain with the Force as a serving Officer, following a short break in service, because of changes in pension rules. This will be a targeted initiative focussed on key skills and could be implemented in early 2023.
8. Despite the existing retention process being in place for over 12 months the attrition rate for Police Officers has increased over the last year (from 4.7% in November 2021 to 7.0% in November 2022) with retirements continuing to be the main reason for Officers leaving the Force, as shown in Table 1 below. However, resignations have also increased over the last 12 months. This is in part due to the volume of students currently within the organisation and the expected increased attrition rates at the early stages of an officer's career.

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

**Table 1 – Reason for leaving**

9. Attrition rates have also increased for Police Staff and PCSOs over the last 12 months from 10.6% in November 2021 to 13.6% in November 2022 for Police Staff, and from 15.6% to 20.4% for PCSOs. This has been driven by both a stronger labour market than 12 months ago and the cost-of-living crisis which is leading staff to seek higher paid roles elsewhere. It should also be noted that a proportion of PCSOs and Police Staff attrition is driven by resignations to become a Police Officer within the Force. This equated to 46 PCSOs and 48 Police Staff over the last 12 months and formed 50% of all PCSO leavers and 8.4% of all Police Staff leavers over that period.

### Force Representation

10. Since January 2018, the Force representation of Ethnic Minority Groups has risen year on year with a proportionate total increase of over 37% in the five-year period. Representation across all staff types has increased over the last 12 months, as shown in Table 2 below.

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

**Table 2 - Ethnic Minority Group % per month**

11. Table 3 shows that within the Police Officer overall position, all ranks except Chief Superintendent have increased representation over the period. The Inspector rank is the only rank that has shown a reduction over the last 12 months. This is due to leavers

from that rank and the absence of a promotion process (at this rank) this year due to the Commonwealth Games.

| Ethnic Minority Group %     |              |              |              |              |              |             |
|-----------------------------|--------------|--------------|--------------|--------------|--------------|-------------|
| Rank                        | Dec-22       | Jan-22       | Jan-21       | Jan-20       | Jan-19       | Jan-18      |
| Chief Officer               | 25.0%        | 20.0%        | 16.7%        | 0.0%         | 0.0%         | 0.0%        |
| Chief Superintendent        | 4.2%         | 3.8%         | 0.0%         | 5.0%         | 9.1%         | 10.5%       |
| Superintendent              | 6.5%         | 8.9%         | 7.4%         | 2.8%         | 0.0%         | 0.0%        |
| Chief Inspector             | 19.7%        | 14.9%        | 8.3%         | 10.4%        | 5.5%         | 6.5%        |
| Inspector                   | 11.9%        | 13.2%        | 11.0%        | 12.2%        | 10.9%        | 8.9%        |
| Sergeant                    | 12.1%        | 11.9%        | 11.8%        | 11.3%        | 11.1%        | 10.0%       |
| Constable                   | 14.1%        | 13.1%        | 12.1%        | 11.0%        | 10.5%        | 9.6%        |
| <b>Police Officer Total</b> | <b>13.7%</b> | <b>12.9%</b> | <b>11.9%</b> | <b>11.0%</b> | <b>10.5%</b> | <b>9.6%</b> |

**Table 3 - Ethnic Minority Group % per rank (Police Officers)**

12. Within the staff overall position representation has increased across all grades over the period apart from Chief Officer which has reduced, although it is a very small population. Table 4 illustrates the largest increase in representation can be seen at Band-B and Band-M grades with Band-B increasing by 8.2% and Band-M increasing by 7.2%.

| Ethnic Minority Group % |              |              |              |              |              |              |
|-------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Grade                   | Dec-22       | Jan-22       | Jan-21       | Jan-20       | Jan-19       | Jan-18       |
| Chief Officer           | 20.0%        | 16.7%        | 16.7%        | 0.0%         | 33.3%        | 50.0%        |
| M-Band                  | 11.2%        | 12.2%        | 10.4%        | 11.2%        | 5.6%         | 4.0%         |
| Band-E                  | 15.3%        | 13.9%        | 13.9%        | 12.8%        | 13.2%        | 10.3%        |
| Band-D                  | 15.8%        | 14.6%        | 13.6%        | 13.0%        | 10.5%        | 9.4%         |
| Band-C                  | 18.2%        | 17.8%        | 17.2%        | 15.9%        | 14.2%        | 14.0%        |
| Band-B                  | 25.6%        | 27.5%        | 21.7%        | 21.3%        | 20.5%        | 17.4%        |
| Band-A                  | 19.4%        | 15.3%        | 13.5%        | 13.8%        | 14.9%        | 13.6%        |
| Local Agreement         | 5.0%         | 8.0%         | 8.0%         | 9.1%         | 4.8%         | 4.8%         |
| <b>Total</b>            | <b>17.7%</b> | <b>17.1%</b> | <b>16.0%</b> | <b>15.3%</b> | <b>13.7%</b> | <b>13.1%</b> |

**Table 4 - Ethnic Minority Group % per grade (Police Staff + OPCC)**

13. The breakdown of the portfolios within the Force by ethnicity and sex shows that the Executive Team and Enabling Services Directorates have the highest proportion of ethnic minority colleagues. Across the operational portfolios Local Policing has the highest level of ethnicity representation, whilst the Crime portfolio has the highest proportion of females, as illustrated in Table 5 below.

| Portfolio                                     | Ethnic Minority Groups | Female       |
|---|------------------------|--------------|
| Operations Portfolio                          | 13.6%                  | 36.3%        |
| Crime Portfolio                               | 14.9%                  | 51.7%        |
| Local Policing Portfolio                      | 16.3%                  | 38.8%        |
| Security Portfolio                            | 13.0%                  | 40.7%        |
| Commercial Services Directorate               | 19.8%                  | 50.6%        |
| People & Organisation Development Directorate | 20.0%                  | 61.6%        |
| Other   | 14.9%                  | 45.2%        |
| DCC Portfolio                                 | 19.0%                  | 57.3%        |
| Executive + OPCC                              | 22.2%                  | 55.6%        |
| <b>Grand Total</b>                            | <b>15.2%</b>           | <b>44.0%</b> |

**Table 5 - Ethnic Minority Group % by Portfolio + OPCC**

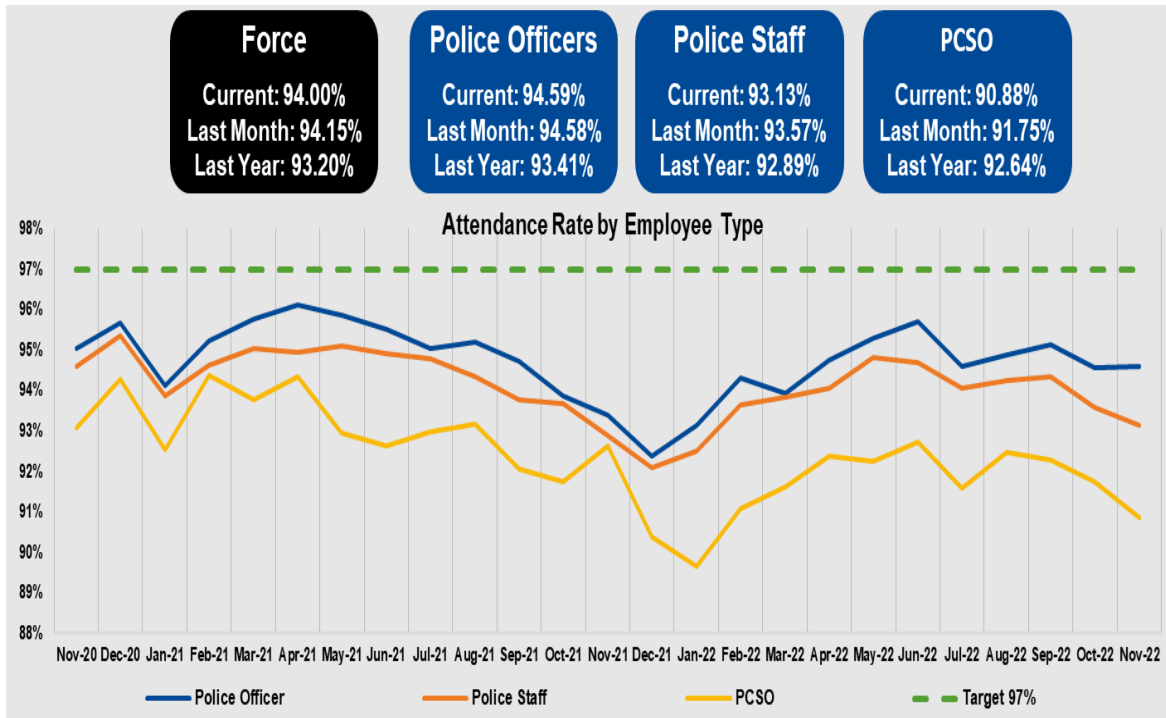
14. Reflecting the higher representation levels in the Local Policing portfolio the Neighbourhood Policing role has the highest proportion of Officers from an ethnic minority background amongst the selected specialist roles, detailed in Table 6. Similarly, the proportion of Detective/Investigatory roles undertaken is high and mirrors the high representation levels in the Crime and Security portfolios. Both Firearms and Traffic/Motorway Officer roles are under-represented by females and Officers with an ethnic minority background.
15. Work is underway to expedite Officers into these two areas from both the PCDA and DHEP student entry routes through talent identification and the new Professional Policing Degree (PPD) entry route which offers an Operations career pathway. An investigative career pathway is also offered through the PPD entry route to provide additional resource for complex crime areas in the future.

| Role  | Ethnic Minority Groups | Female |
|---|------------------------|--------|
| Response Officer                            | 14.0%                  | 33.5%  |
| Neighbourhood Policing Officer              | 19.4%                  | 36.5%  |
| Firearms Officer                            | 11.0%                  | 2.6%   |
| Detective Constable / Investigation Officer | 15.0%                  | 45.7%  |
| Force Support Officer                       | 11.8%                  | 23.1%  |
| Force Traffic / Motorway Officer            | 10.9%                  | 14.9%  |
| Surveillance Officer                        | 24.6%                  | 14.0%  |

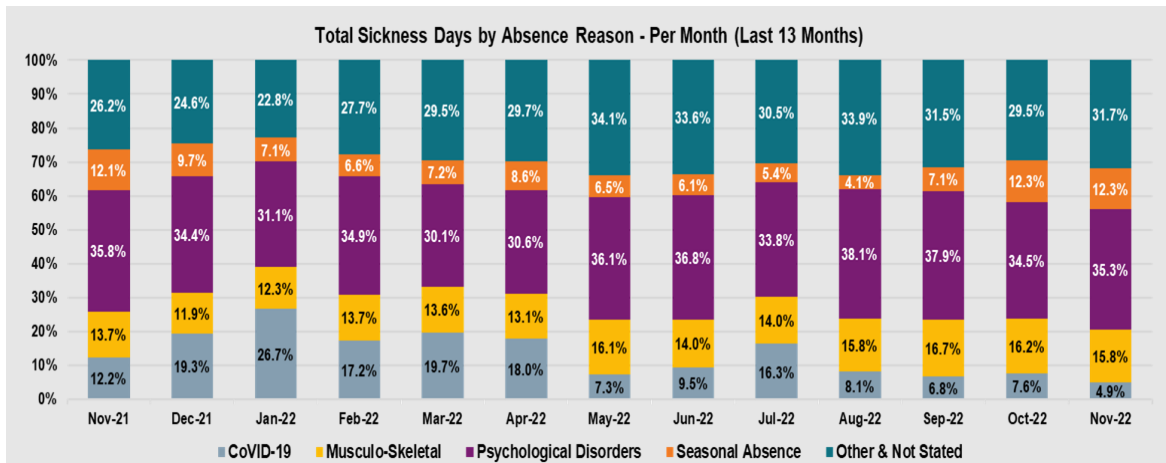
**Table 6 - Ethnic Minority Group % by role**

Force attendance

16. Force attendance as of November 2022 was 94% for all person types. This ranges from 91.8% for PCSOs to 94.6% for Police Officers. Attendance rates across all person types apart from PCSOs shows an improved picture when compared to the same period in 2021. In November 2021 overall attendance was 93.2%, with Police Officer attendance at 93.4% and PCSO attendance at 92.6%.



**Graph 1: Force attendance by role**



**Graph 2: Reason for sickness**

Referrals to Occupational Health

17. Table 7 below illustrates the number of referrals received by Occupational Health (OH) over the reporting period October 2021 to September 2022. In total, nearly 3500 referrals were received during the year.

18. We are working through a transformational review of the OH service, supported by colleagues in Strategy, Direction and Assurance to ensure that it is fit for purpose going forward and properly supports all our strategic priorities.

| Referrals by Employment Type | Overall workforce | Police Officers | PCSO's     | Staff      |
|------------------------------|-------------------|-----------------|------------|------------|
| 1 October - 31 December 2021 | 928               | 601             | 42         | 285        |
| 1 January - 31 March 2022    | 791               | 530             | 45         | 216        |
| 1 April - 30 June 2022       | 850               | 596             | 44         | 210        |
| 1 July - 30 September 2022   | 903               | 641             | 39         | 223        |
| Total referrals in period    | <b>3,472</b>      | <b>2,368</b>    | <b>170</b> | <b>934</b> |
| Percentage of referrals      |                   | 68%             | 5%         | 27%        |
| Percentage of WMP            |                   | 62%             | 4%         | 34%        |

**Table 7: Period of referral and role**

| Referrals by type            | Mental Health | Physical Health |
|------------------------------|---------------|-----------------|
| 1 October - 31 December 2021 | 338           | 593             |
| 1 January – 31 March 2022    | 321           | 471             |
| 1 April - 30 June 2022       | 233           | 617             |
| 1 July - 30 September 2022   | 164           | 429             |
| <b>Total</b>                 | <b>1056</b>   | <b>2110</b>     |

**Table 8: Reason for referral**

19. The data provided at Table 8 is limited in accuracy for the period 1 July to 30 September 2022 due to a number of outstanding referrals and the manual systems/processes that are used to provide management information/data. An additional Occupational Health Advisor is due to join the team this month, and we are actively trying to source additional temporary resources to manage the demand. Our focus is upon transformation and improvement, balanced with keeping the OH team motivated and supported.

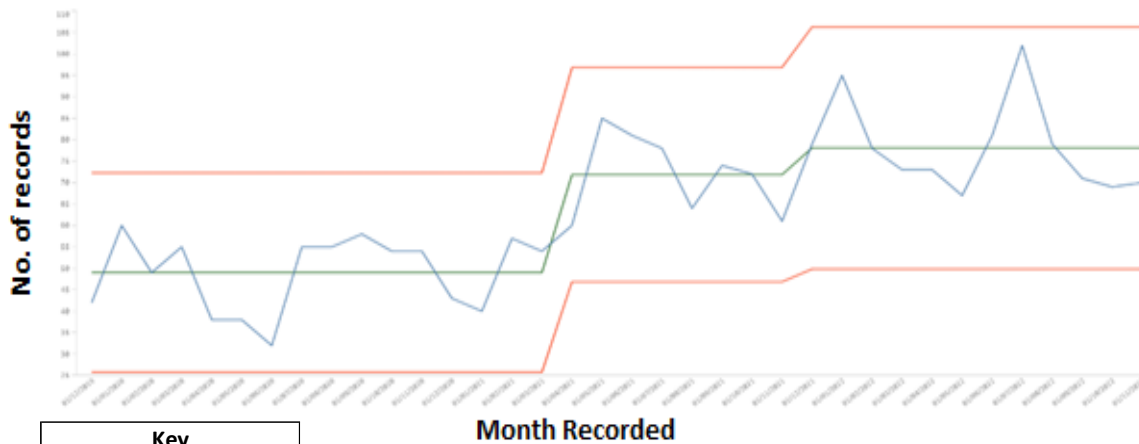
#### Staff Survey

20. The latest Force wide survey, *Your Voice Matters*, closed in November 2022 with a participation rate of 34.3%, which is 4208 responses. The participation rate was down compared to the 2020 survey which had a participation rate of 44%.
21. The results of the survey showed a reduction in favourable responses across all themes measured with an overall engagement score of 61% compared to 75% in 2020.
22. Senior leaders are currently reviewing results with their teams and working with them to put action plans in place in response to the feedback received.

#### Police Office Assaults

23. Assaults on Police Officers are specifically recorded under Assault Police Home Office Codes. They are measured in two groups; Assault without Injury on a Constable covers Assault by Beating; Assault with Injury on a Constable groups together S47, S20 and S18 offences. Both groups have remained stable in their process for the current YTD 2022/23.

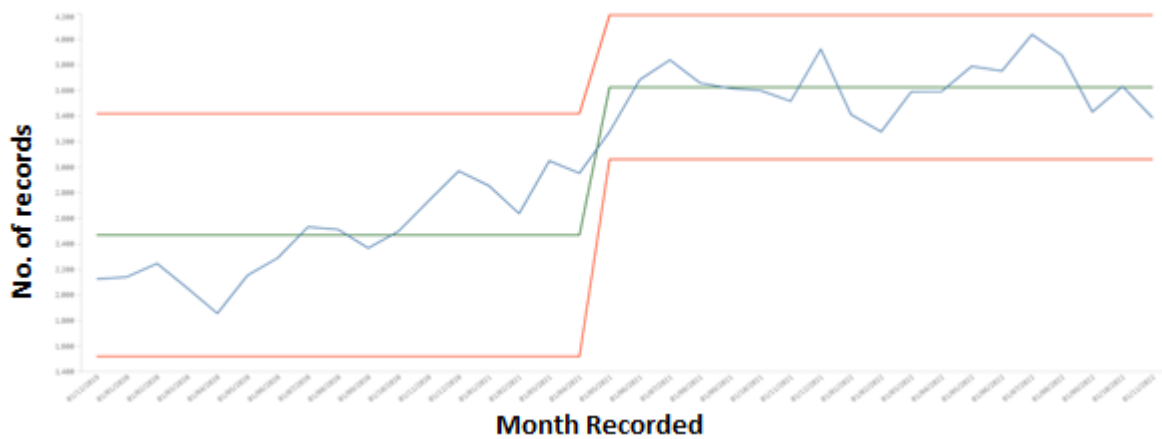
24. Assault with Injury in YTD 2022/23 has an average 78.1 offences per month.



| Key                                  |             |
|--------------------------------------|-------------|
| <span style="color: red;">—</span>   | Upper bound |
| <span style="color: green;">—</span> | Average     |
| <span style="color: red;">—</span>   | Lower bound |
| <span style="color: blue;">—</span>  | Records     |

**Graph 3: Assault With Injury on a Constable**

25. Assault Without Injury YTD 2022/23 has an average of 128.6 per month



| Key                                  |             |
|--------------------------------------|-------------|
| <span style="color: red;">—</span>   | Upper bound |
| <span style="color: green;">—</span> | Average     |
| <span style="color: red;">—</span>   | Lower bound |
| <span style="color: blue;">—</span>  | Records     |

**Graph 4: Assault Without Injury on a Constable**

26. The offences that make up Assault with Injury on a Constable have been largely stable, with an average per month shown in Table 9 below:

| Offence Group   | Monthly Average | % of Assault with Injury | % of Officer Assault | all |
|---|-----------------|--------------------------|----------------------|-----|
| <b>S18 – Wounding with Intent to cause Grievous Bodily Harm</b> | 1.45            | 6.39%                    | 2.39%                |     |
| <b>S20 – Wound or inflict any Greivous Bodily Harm</b>          | 13.3            | 21.15%                   | 7.91%                |     |

|   |        |        |        |
|---|--------|--------|--------|
| <b>S47 – Assaults any person causing Actual Bodily Harm</b> | 50.5   | 72.46% | 27.10% |
| <b>No Injury</b>  | 109.94 | N/A    | 62.60% |

**Table 9: Offence Group**

27. The proportion of Positive Outcomes for assaults, both with and without injury for YTD 2022/23 is 52.01% and has increased by 4.73% compared with YTD 2021/22.

- Assault with Injury: 55.16% Positive
- Assault without Injury: 50.14% Positive

28. Of the offences for which a positive outcome is achieved, most receive the outcome of Charged.

29. For the YTD 2022/23, the breakdown of Positive and Other outcomes is shown at Tables 10 and 11 below:

| <b>Outcome</b>                            | <b>% of all Other Outcomes</b> |
|---|--------------------------------|
| Charge or Summons                         | 87.76%                         |
| Caution - Adult (Inc Conditional Caution) | 7.19%                          |
| Community Resolution                      | 5.05%                          |

**Table 10: Outcome**

| <b>Outcome</b>   | <b>% of all Other Outcomes</b> |
|--|--------------------------------|
| Suspect identified: evidential difficulties prevent further action (victim support)    | 48.38%                         |
| Suspect identified: evidential difficulties prevent further action (no victim support) | 30.53%                         |
| Investigation Complete: No suspect identified  | 12.50%                         |
| Others   | 8.59%                          |

**Table 11: Reason for no positive outcome**

Support to Officers when assaulted

30. The offer of support to an Officer following an assault must, in both the short and longer term consider the need for both physical and psychological support.
31. In the early stages following the assault of a colleague, a supervisor will take the lead for well-being support, and a Trauma Risk Management (TRiM) practitioner may be allocated to risk assess the trauma the individual has been subjected to. Within 24 hours post a TRiM activation, a suitable practitioner can arrange a trauma intervention brief.
32. We have doubled the number of TRiM practitioners within WMP in the last 12 months. TRiM practitioners take responsibility for maintaining meaningful and regular contact with colleagues in need of support, including monitoring their behaviour. In addition, we have embedded mental health first aiders across the Force to help recognise and respond to the impact of trauma exposure.
33. Both the physical and psychological impact of an incident or series of incidents is considered. Where appropriate, the line manager will make an urgent referral to



Occupational Health. If a colleague is off sick because of the assault, we ensure they are supported with regular contact and their duties/responsibilities are amended/restricted to provide sufficient time for recovery. We also support and progress their return to work and consider additional external support by police organisations such as Oscar Kilo, Police Care UK, Police Mutual, Police Federation, Unions and Staff Associations.

34. We are reviewing our Wellbeing Portal to ensure well-being support is accessible, clear and up to date, and exploring what messaging we can release to coincide with the national Op Hampshire campaign.
35. We will soon be introducing Welfare Liaison Officers (WLO)/Welfare Support Officers. We know that the process of being subjected to a complaint or misconduct investigation can be an extremely stressful and testing time. Irrespective of the matters that may be under investigation, we owe a duty of care to our colleagues and wherever possible, to deal with any concerns they may have. This can be done through signposting to both internal and external support networks, including our Employee Assistance Programme, increased personal contact from WLO and the management of home visits when sickness absence becomes a factor.
36. We recognise the value of providing a range of interventions for colleagues to deal with personal and/or professional matters. We are implementing a new peer support network which follows the National Police Wellbeing Service (NPWS) model. The peer support model is based on comprehensive international research and has been developed with 14 Forces from England and Wales.
37. We know that work can often be the most stressful factor in people's lives. With that in mind, we will be implementing a stress risk assessment framework to support line managers in managing stress within their teams. The risk assessment will follow the HSE (Health and Safety Executive) Stress Management format which is made up of six management standards (Demands, Control, Support, Relationships, Role, Change).
38. In October 2022, we launched the Emergency Services Trauma Intervention Programme (ESTIP) pilot, which will run for 6 months in PPU (Public Protection Unit), FCID and CMPG. These areas already engage well with trauma intervention, where colleagues are potentially more vulnerable to slow repetitive trauma over the course of their career. In support of the scheme, Peer Diffuser training has been provided by the College of Policing for 12 nominated individuals from each department (predominantly first line supervisors). The training enables the Peer Diffuser to confidently undertake the first two stages of ESTIP before a TRiM activation or clinical intervention.
39. Referrals are managed through a custom-built digital platform which ensures that they are managed efficiently and accurate records are maintained. This will enable us to measure the impact of Defusion and Demobilisation on TRiM referrals. We are currently halfway through the pilot, and have regular updates from the three departments to ensure it is running smoothly, and continue to measure the rate of referrals coming in. Full evaluation will be undertaken in March upon conclusion of the pilot. As the pilot is not yet concluded, data has not been provided at this stage.
40. We continue to utilise the mobile outreach service and implement focus weeks such as Force Responses week of action and Investigator week on an annual basis through Oscar Kilo and have recently launched "Food for Fitness", as well as highlighting the support available for sleep and shift work.

## Cost of Living

41. Since the pandemic, we have committed to increasing the support for colleagues who have, or may be, experiencing financial difficulties arising from both the pandemic and the cost-of-living crisis.
42. Working with our external partners has enabled us to embed a robust and inclusive support package. The support from our external partners has been key to helping colleagues through some of the challenges they may be experiencing now, as the effect of the economic crisis continues to impact our colleagues, such as managing credit, debt management plans, and managing savings. We understand that the cost-of-living crisis is affecting a huge proportion of colleagues, across all ranks and departments.
43. Our financial well-being support package offers both early and pre-retirement courses, in addition to ad-hoc financial sessions and inputs through local wellbeing events on NPU's, Chief roadshows etc.
44. WMP continues to be an accredited real living wage employer, ensuring that all staff at the lower end of the pay scale receive remuneration commensurate with the current cost-of-living.
45. To assist with the rising cost-of-living we have launched a new cost-of-living portal signposting the benefits and savings available through our employee benefits package as well as discounts, schemes, and initiatives available more widely.
46. Vivup's rewards and benefits platform enables colleagues to buy white goods, larger appliances, and other products directly from their salary on a monthly basis. We are balancing this offer carefully with a moral responsibility not to encourage unnecessary spending and financial commitments.
47. The WMP Benevolent Fund has distributed £70,000 worth of grants/ benefits this year to both serving police colleagues and retired staff, to assist with emergencies and financial difficulty. The fund has reported that increasing numbers of staff and PCSO's are joining the fund.

#### Trauma Informed

48. WMP is one of the first Police services within England to embark on a trauma-informed journey as an entire service. Working in partnership with the West Midlands Violence Reduction Partnership and Barnardo's on a project to raise awareness of trauma amongst WMP colleagues, we have been granted further funding by the Home Office to support the ongoing journey to becoming trauma aware.
49. Being a trauma aware workforce enables our colleagues to become more aware of and empathetic to the trauma experienced by members of our communities resulting in:
  - Improved recognition of the unique needs of those encountering the police.
  - Awareness of potential threat responses for young people.
  - Increased positive interactions with young people that are centred around compassion and an offer to help.
  - Increased trust and confidence amongst our communities.
50. Table 12 below shows that around 1600 colleagues across the portfolios have been trauma trained, with a target to train 400 more during 2023/2024.

|                       | Frontline Trauma Trained | Colleagues |
|-----------------------|--------------------------|------------|
| <b>NPU</b>            | 27                       |            |
| <b>Custody</b>        | 239                      |            |
| <b>Frontline</b>      | 540                      |            |
| <b>Investigators</b>  | 89                       |            |
| <b>New recruits</b>   | 473                      |            |
| <b>Senior Leaders</b> | 220                      |            |
| <b>Cadets</b>         | 79                       |            |
|                       | 1667                     |            |

**Table 12: Number of trauma trained**

51. To support the implementation and embedding of trauma aware policing there are several supportive/governance measures in place including a Custody Champions Group and Trauma Informed Policing Board.
52. In February 2022 we signed up to the national “*Working together to prevent suicide in the police service*” consensus statement. This consensus statement sets out a joint commitment and intent to work together to develop joint strategies for a continual reduction in the number of deaths by suicide across the police service in England and Wales. Recommendations following the publication of the consensus include:
- improvements to the way data is recorded on police officer & staff death, serious injury and suicide, as proposed by the 2020 Officer and Staff Safety Review (OSSR).
  - support for family and friends of police officers and staff.
  - commissioning a toolkit to support staff in the event of a suicide, which will be incorporated into the NPWS’s Blue Light Wellbeing Framework.
53. Our Wellbeing and Occupational Health teams are working collaboratively on a suicide postvention (action taken to provide support after someone dies by suicide) toolkit. We are currently scoping out a training package for both post and prevention of suicide and exploring where our trauma intervention programme can sit within managing the risk of suicide.

#### Learning and Development – Training Plans

54. As part of our approach to performance management, WMP Conversations, managers and individuals are encouraged to have regular conversations about performance and development. Training and development needs are recorded as part of this process. Development planning will become more streamlined with the introduction of our new tool to support performance and talent, it will allow individuals to create and monitor individual development plans as well as report centrally to identify and meet training needs and demand. The tool is being introduced in 2023 and will see further development and integration with wider people and talent activities.
55. The focus of our Learning and Development transformation project in the coming 6 months is to:
- Begin monitoring benefit realisation and evaluating the impact of blended learning.

- Deliver the Blended Learning Academy (phase 2) which is utilising Ernst Young to upskill our own staff, enable them to blend our training courses in future. This will be complete by April 2023.
- Finalise our short-, medium-, and long-term estate requirements.
- Embed the new commissioning process.
- Review the use of Blackboard and explore alternative options.
- Articulate future technology aspirations that will modernise the learning environment.
- Inform and engage colleagues about our ambition to modernise and professionalise learning to make it an engaging and supportive environment.

### Reasonable adjustment

56. Officers and staff who declare that they have a requirement for reasonable adjustments are supported within the workplace to ensure we comply with the Equality Act 2021. We have a Reasonable Adjustment Passport (RAP) in place for colleagues and line managers to identify and discuss the reasonable adjustments required. This process is supported by Human Resources Advisors, Reasonable Adjustments Coordinator, Staff Associations, Occupational Health and IT&D.
57. In 2022 we supported 280 officers and staff by providing them with reasonable adjustments to support them to perform at their best. This was represented by a financial investment of £151,041.
58. We have a team of colleagues who complete workplace assessments to support officers and staff who may have dyslexia, by identifying practical solutions to support them, such as assistive technology and colour overlays etc. We also have a Dyslexia Support Group to support individuals as required.

### Performance Management

59. In addition to our formal capability policies supported by Police Regulations, we are dedicated to supporting colleagues to perform at their best. Our approach to performance management, "*WMP Conversations*", includes ongoing regular, quality conversations between line managers and their team members, where they are encouraged to discuss objectives, performance, wellbeing, and development. This is also an opportunity for under-performance to be discussed and support given in a timely manner.
60. In addition, we have a recognition portal, enabling colleagues and managers to share positive feedback and recognition at any time. Our approach to performance management is continually evolving. In the next phase we are introducing a best-in-class tool, Oracle, to support our approach which will provide seamless links between performance and development, introducing feedback as an aspect of our annual reviews, as well as introducing processes for talent identification and succession planning.

### Talent Management

61. As part of our strategic approach to talent management and succession planning we have developed a range of bespoke, best practice models to enable the identification and management of talent and successors into critical roles. The roll out across the Force will be phased, focussing initially on senior/critical roles.
62. Managers and POD (People and Organisational Development) colleagues will be upskilled to identify and develop talent for roles enabling a focussed and strategic approach to talent and performance. Information and data from the performance

management and development plans will be used as part of succession and talent identification processes. Individuals will be encouraged to develop with support from their line managers to achieve both personal aspirations as well as meet organisational demands. These processes are governed by a newly established Strategic Talent Board, established to have oversight and accountability of key talent processes across various departments including, talent demand, talent attraction, talent identification and talent development.

### Police Covenant

63. The Covenant is intended to ensure that officers, staff, volunteers, and their families are not disadvantaged because of their service in the police and seeks to mitigate the impact that this may have on day-to-day life.
64. Implementation of the Covenant is overseen by the National Police Covenant Oversight Board, chaired by the Minister of State for Crime and Policing. In April 2022 it was reported that a number of workstreams have been progressed and completed, such as:
  - roundtables with family members of officers and staff hosted by the Minister for Policing, Crime, and the Probation to compliment wider research into support for families
  - embedding pre-deployment mental health support into all Police Education Qualifications Framework (PEQF) providers
  - establishing an interim Clinical Governance Group to drive forward the recruitment and priorities of a Chief Medical Officer for policing
  - a 'PTSD in the Police: How primary care help' webinar on the 3 May 2022 on the Royal College of General Practitioners website
65. We have been part of the discussions led by a retired Chief Superintendent and a Clinical and Counselling Psychologist about their "*Resilient Senior Leaders*" – Police Superintendent programme which is considering how peer support can ensure the transition out of policing can become easier.
66. We have also supported the College of Policing's (CoP) [research project](#) on policing families which will provide initial insights into the impacts of policing life on the wider family. This is funded by the College of Policing's National Police Wellbeing Service and the outcomes of this work will help to support the Police Covenant to ensure that officers, staff, volunteers, and their families are not disadvantaged because of their service and mitigate the impact that this may have on their day-to-day life.
67. The introduction of a Police Covenant is the next step to provide comprehensive, meaningful, and lasting support to those working in policing. It will build on existing work such as trauma and peer support programmes to improve wellbeing and encourage enhancement of such support.

### Special Constables

68. The recruitment of Special Constables is continuing alongside Uplift recruitment of regular Officers with Specials intakes planned every two months. In the last 12 months the Force has recruited 77 new Special Constables (21% ethnic minority and 33% female). The December 2022 Specials Constabulary strength was 295 Officers and is forecast to rise to 326 by the end of March 2023.
69. In the last 12 months Specials Supervisors have received training to support them in their role as managers and leaders. Specials Sergeants and Inspectors have been asked to engage with their teams to complete their 16 hours SLA. Supervisors have used WMP Conversations and 1-2-1 meetings to discuss hours with those Officers not currently meeting their SLA and have offered support where required.

70. Table 13 illustrates a marked increase in how many of our Special Constables are achieving their SLA. These Officers will also be amongst those who are regularly delivering a large number of hours, many exceeding their SLA significantly.

|                             | Nov-21 | Nov-22 |
|-----------------------------|--------|--------|
| <b>Specials Under 16hrs</b> | 146    | 114    |
| <b>Specials Over 16hrs</b>  | 144    | 176    |
| <b>Total specials</b>       | 291    | 290    |

*Table 13: Number of special that deliver under or over 16hrs*

## Change Programme - Update on current change projects and programmes

71. The WMP Change Portfolio has continued to evolve, realising benefits from the WMP2020 5-year delivery programme, as well as adapting in line with the Strategic direction of the Force. The current Change and Improvement Portfolio is focussed on continuing to drive strategic change; optimising investment; driving efficiency; as well as focussing on continuing to improve the way the Force operates now and into the future and supporting the strategic priority of *“Improve through Innovation”*.
72. In September 2022, the Force transitioned away from standalone Strategy & Direction and Business Transformation departments into an amalgamated capability, driving a cultural change towards more proactive planning, performance management, and continuous improvement activity. This saw a move away from delivering large-scale transformation, towards the delivery of ongoing Continuous Improvement, enabling all members of WMP to deliver a wide range of multi-level and multi-speed change activity.
73. Since the inception of the new Strategy, Delivery and Assurance (SDA) department, full due diligence has been carried out across the Change portfolio, ensuring legacy projects and programmes remain strategically aligned and complement the priorities of the Force. In addition to inflight commissioned projects, the last reporting period has also seen a shift towards more business led improvement initiatives, with SDA specialist capability successfully deploying to support the End 2 End investigation work, as well as most recently the End to End Responding to the Public review. This re-blended portfolio of change and improvement activity supports our aspirations to continually find better ways to be innovative, efficient, and effective, enabling the Force to deliver its strategy and achieve long term sustainability.
74. The SDA department is made up of three distinct functions:
- Strategy – The hub that defines what our strategy should be and the planning that enables this.
  - Change and Delivery – Executing the change the business requires to deliver the strategy and ensuring an organisation-wide view across change and improvement delivery.
  - Performance and Assurance – Monitoring performance and risk, assuring against targets and benefit tracking. Internal and external assurance and risk management.
75. The next section focuses on the change and delivery function and provides an update on the current Change and improvement portfolio:

### Our Data Programme

76. Connect. As well as embedding and supporting the organisation on the delivery of the first phase of Connect, work continues in parallel on delivering the next phase. This will be a significant upgrade on the functionality and usability of the system, including a bespoke mobile application, which replicates all the functionality of a desktop/laptop on mobility devices. The upgrade is currently anticipated to go live June 2023.
77. Data-Driven Insights (DDI). Work has completed on increasing the stability of the environment, as well as introducing new functionality and features to the DDI platform over the last 12 months; improving the way the data links together better. There have been several new systems added to the platform increasing the

available intelligence to colleagues. The project is due to close in December 2022.

78. ControlWorks. In the last 12 months the project has continued to increase the use of the ControlWorks to the wider Force by rolling out functionality that reduces demand into Force Contact, transforming the way officers work, by allowing them to become more self-sufficient. This functionality includes Police Worker Plus for all Officers from Constable to Inspector; Police Worker Plus Resourcing for NPT; and Police Worker Plus P1 and P2 for Custody.
79. The project has also been involved in the testing and preparation for the large version upgrade to the system, which is currently planned for late January 2023.

### Improving Investigations

80. End to End Investigations Review. Following the commencement of the review in November 2021, the initial problem-identification and improvements proposals work has now concluded and has covered a variety of areas across WMP's investigative functions. Examples of work undertaken since the last review include:
  - Capability reviews across areas such case management, use of CCTV / Digital Tools to support investigations, adult public protection, missing persons and WMP's use of body-worn video
  - Process improvement reviews across WMP's e2e triage and decision-making process; ensuring THRIVE (Threat, Harm, Risk, Investigation, Vulnerable and Engagement), solvability and proportionality are central to decisions made in case progression
  - Operating model improvements across areas such as Homicide
  - Improvements to outcomes in terms of maximising opportunities for out of court disposals
81. All improvement opportunities will now be progressed by each area of WMP over the next 6 months, with benefits being monitored and tracked through relevant portfolio governance boards.
82. Digital Evidence Store (DES). DES was launched initially to one hundred colleagues and then rolled out in November 2022 to FCID, PPU, Response, NPU, Operations, ROCU (Regional Organised Crime Unit), CMPG and some roles in Force Contact. DES, an extension to the Body Worn Video system evidence.com, will manage and store all digital evidence in a secure manner and allow safe electronic transfer of all digital data from collection to Crown Prosecution Service, through to disposal, in compliance with legislation.
83. DES provides WMP with the ability to expedite capture and transfer of vital evidence, creating a better citizen experience and a greater opportunity to secure positive outcomes. It also supports quicker charging decisions and reduces the time to perform investigations and bring offenders to justice. Moving away from storing evidence on hard media enables better and safer collaboration with partners and the public, as well as delivery of approximately £5 million pounds worth of savings across a six-year period.
84. Review Tool. WMP is one of the first Forces to implement a new digital evidence review platform known as the 'Review Tool'. It went live in May 2022 and has initially been deployed in ROCU, the County Lines Task Force and OCSET. The Review Tool is a web-based system, which provides a user-friendly and quick search function, improving the speed and quality of decisions and case file quality. The new platform gives the Investigating officer more control, allowing



them to gather, identify and understand relevant evidence obtained from multiple digital devices far more quickly. It helps to progress investigations faster, improves compliance with disclosure rules and the service to the public. Logistically it will also reduce time and money spent travelling to pick up discs, producing and reading discs and paper reports.

85. Following successful deployment in the aforementioned areas over the first 12-months, the ambition is to roll out the Review Tool to other investigative departments.

### Connect with People

86. Citizen Experience. The Citizen Experience project has been running as a formal project since June 2020. During this time, the project has developed a range of tools and products, helping us to gain an understanding of citizens' needs and expectations, enabling the Force to really understand what matters to the communities we are providing services for. The objectives achieved were as follows:

- Mechanisms are now in place to capture and analyse how satisfied citizens are
- Clear service standards defined for citizens and aligned these to the citizen journey
- Fully established internal processes to use citizen insights in service planning

87. The project will now transition into business as usual by the end of December 2022, with ongoing ownership and responsibility for citizen experience aligning to the relevant portfolio owners and governance boards.

### Digital Public Engagement Project

88. The Force defined its Digital Public Engagement Strategy in November 2021, aligned to the National Policing Digital Strategy. One of the aims of this Strategy is that the 'public will have the choice and confidence to engage, report and interact with their local police using the digital channels that most suit their needs'.

89. A detailed delivery plan has been developed to execute this strategy, including the procurement and implementation of a social media management platform, to view and manage public demand and contact more effectively. To complement this, proposals for a digital contact team are currently being considered, which will aim to manage inbound social contact from the public, in line with the national police social target operating model.

### End to End Responding to the Public

90. WMP is experiencing increased pressure in its contact handling centres. This is primarily due to increasing demand; increased frequency of vulnerable callers making contacts more complex to resolve; resourcing challenges, including high staff turnover; and difficulties pivoting resourcing to periods of high demand and recruitment. A review was commissioned in June 2022, providing recommendations to improve service delivery over the short, medium, and long-term and these recommendations were presented for approval in late September.

91. Following this, several activities were approved, that will be delivered through a combination of continuous improvement, business as usual and project, which will improve the 999-call answering SLA; manage and deflect demand to more appropriate sources; and maximise digital opportunities. Alongside this, an uplift

in resourcing for Force Contact will take place, to maximise the speed to benefit and achieve the 999 SLA in the shortest time.

### Estates Programme

92. The programme continues to deliver the Estates Strategy approved in 2018 and reviewed in November 2021. It has recently seen the completed refurbishment and re-population of Summerfield, Low Hill, Bilston and Moseley police stations and work has begun at Edgbaston police station.
93. Work also continues with a number of co-locations, land purchases and estate disposals. This has included the recent sale of Kingstanding police station and the purchase of land for the planned new Eastern Custody block, where demolition and land remediation has commenced.
94. Over the summer of 2022, the Force's new command and control centre (C3) was fully tested and successfully acted as the Multi Agency Command Centre where representatives from all emergency services and the military were co-located.

### Standalone

95. Microsoft 365 (M365). The first phase of this project has focused on the roll-out of M365 to all of WMP, as part of the National Enabling Programme of work, agreed with all Police Forces across England and Wales. This promotes a more effective use of technology and enables more collaboration to take place both within WMP and working alongside external partner agencies and other Police Forces.
96. As of November 2022, 9200 users have been migrated, 74% of the Force, with an aim to achieve 90% migration by the end of December 2022. Phase Two will commence in 2023, focussing on a refresh of the Forces internal intranet capability.

### Change Programme - Change Projects and Programmes Benefits Review

97. This benefits review provides an assessment of the live benefit position as at the end of November 2022 and provides a financial summary of the actual (and planned) benefit position for the Change Projects and Programmes up to financial year 2026/2027.
98. The financial summary (table 14) provides a breakdown of benefits (by year), by individual programme; re-baselined to remove programmes that have now been closed and benefits realised prior to 2022/23.

| Cost & Benefits Summary - FY22/23 to FY26/27 |                          |                    |  |                   |                   |                   |                   |                    |
|--|--------------------------|--------------------|--|-------------------|-------------------|-------------------|-------------------|--------------------|
| Status                                       | Programme                | Project            | 2022/23<br>£                                     | 2023/24<br>£      | 2024/25<br>£      | 2025/26<br>£      | 2026/27<br>£      | Grand Total<br>£   |
| <b>Cashable</b>                              |                          |                    |  |                   |                   |                   |                   |                    |
| Live Programmes                              | Our Data                 | Connect            | 140,900  | 1,000,600         | 1,000,600         | 1,000,600         | 1,000,600         | 4,143,300          |
|  | Our Data                 | Control Works      | -  | -                 | 450,000           | 450,000           | 450,000           | 1,350,000          |
|  | Estates                  | Estates            | 99,995   | 315,925           | 595,038           | 1,557,371         | 2,800,570         | 5,368,898          |
|  | Improving Investigations | DES                | -  | 94,600            | 94,600            | 94,600            | 94,600            | 378,400            |
|  | PBB                      | -                  | 5,053,700  | 5,404,000         | 5,404,000         | 5,404,000         | 5,404,000         | 26,669,700         |
| <b>Grand Total</b>                           |                          |                    | <b>5,294,595</b>                                 | <b>6,815,125</b>  | <b>7,544,238</b>  | <b>8,506,571</b>  | <b>9,749,770</b>  | <b>37,910,298</b>  |
| <b>Non-Cashable</b>                          |                          |                    |  |                   |                   |                   |                   |                    |
| Programmes closed                            | New Ways of Responding   | Smarter Responding | -  | 825,000           | 825,000           | 825,000           | 825,000           | 3,300,000          |
| Live Programmes                              | Our Data                 | Connect            | 6,390,700  | 11,728,100        | 13,311,900        | 13,311,900        | 13,311,900        | 58,054,500         |
|  | Our Data                 | DDI                | 3,725,000  | 7,450,000         | 7,450,000         | 7,450,000         | 7,450,000         | 33,525,000         |
|  | Our Data                 | Control Works      | 350,840  | 350,840           | 350,840           | 350,840           | 350,840           | 1,754,200          |
|  | Improving Investigations | DES                | -  | 771,500           | 771,500           | 771,500           | 771,500           | 3,086,000          |
|  | Estates                  | Estates            | £8,009,320 - one off back log maintenance saving |                   |                   |                   |                   |                    |
| <b>Grand Total</b>                           |                          |                    | <b>10,466,540</b>                                | <b>21,125,440</b> | <b>22,709,240</b> | <b>22,709,240</b> | <b>22,709,240</b> | <b>107,729,020</b> |

**Table 14: Benefits Breakdown by Programme**

99. The cumulative efficiencies, generated by the capabilities delivered by projects, is monitored at ACC Portfolio Level. This provides an understanding of the value of non-cashable (efficiency benefits) that have been delivered / generated in terms of FTE.

| Status             | Programme                | Project            | Crime FTE      | Local Policing FTE | Operations FTE | Security FTE  | Grand Total FTE |
|--------------------|--------------------------|--------------------|----------------|--------------------|----------------|---------------|-----------------|
| Live Programmes    | New Ways of Responding   | Smarter Responding |                |                    | -33.00         |               | <b>-33.00</b>   |
|                    | Our Data                 | Connect            | -71.00         | -139.00            | -22.00         | -10.00        | <b>-242.00</b>  |
|                    | Our Data                 | DDI                | -65.00         | -50.00             | -39.00         |               | <b>-154.00</b>  |
|                    | Our Data                 | Control Works      |                | -2.44              | -6.19          | -2.65         | <b>-11.28</b>   |
|                    | Improving Investigations | DES                | -5.00          |                    | -6.00          |               | <b>-11.00</b>   |
| <b>Grand Total</b> |                          |                    | <b>-141.00</b> | <b>-191.44</b>     | <b>-106.19</b> | <b>-12.65</b> | <b>-451.28</b>  |

**Table 15: FTE efficiencies by Executive Portfolio**

**Change Programme - Priority Based Budgeting Overview for Phase 1&2 FY21/22**

100. The Priority Based Budgeting (PBB) methodology has been used successfully as a cost reduction technique for the past 10 years.
101. As reported in April's SPCB paper, Phases 1&2 concluded in April 2022, realising £5.3m benefits; £0.35m will remain outstanding at the start of 2023/24 due to timings of technology drops and challenges in the recruitment market.
102. Phase 3 was due to commence post the Commonwealth Games with the next tranche of departments, however, to address the forecasted £29.9m funding gap for the 2023/24 financial year, a decision has been taken that all departments will now go through an initial budget setting process, using the PBB methodology. This work commenced in October 2022 and will run through to January 2023 where the service level options will be presented to a panel. The results of the budget setting process will be reported back to the Police and Crime Panel in February 2023 as part of the Budget Proposals.

**Next Steps**

103. *The board is asked to note the contents of this report.*

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