



west midlands
police and crime
commissioner

AGENDA ITEM 5

Strategic Policing and Crime Board

19th December 2023

Police and Crime Plan Priority: *where appropriate*

Title: - *Rebuilding Community Policing*

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Purpose of paper

1. To provide the Commissioner with a report on progress towards the objectives in the West Midlands Police and Crime Plan 2021 – 2025, in relation to Rebuilding Community Policing.

Main paper

2. In April 2023, West Midlands Police introduced a new local policing model, that is designed to be responsive to the needs of local people. As part of the new operating model, we have ensured that our people are now locally managed and locally based, to increase the visibility of our teams within the local community and enable them to respond quicker to calls for services.
3. West Midlands Police has recently launched its new Neighbourhood Policing ambition. Over the next 12 months we will turn our ambition into a 3-year strategy that will build on our existing Neighbourhood Policing structure. To help shape this, during the next 12 months we will engage with partners and our communities to ensure our vision and understandings are aligned. This work has already started.
4. Currently West Midlands has the following in place to support building community policing:

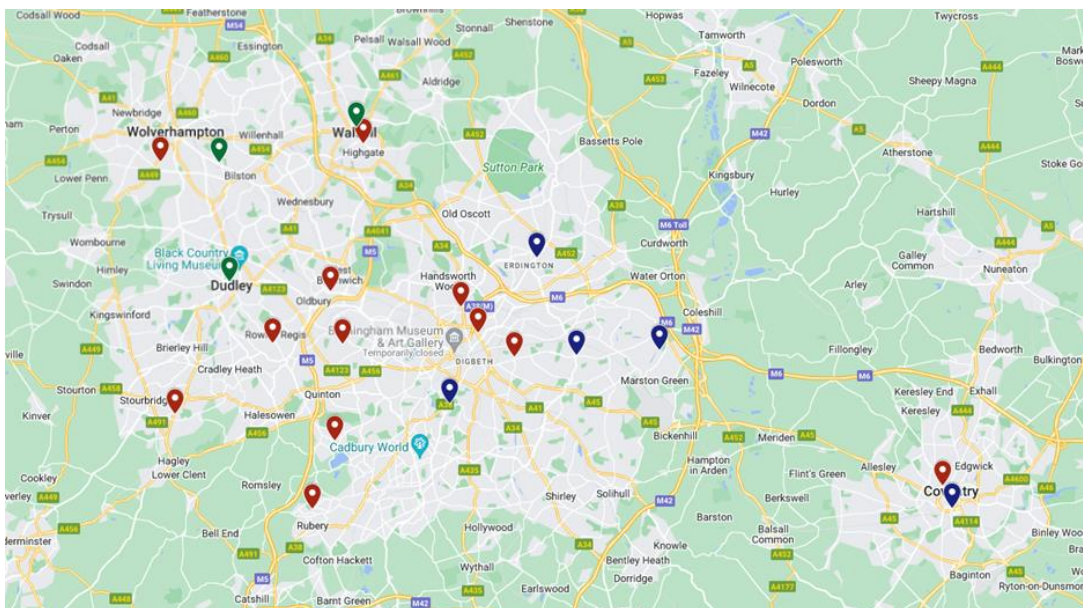
- Each Local Policing Area is split into sectors which are based on the geographical boundaries of local council wards with respective supervision, a partnerships team and a proactive element of neighbourhood policing called the Priority Crime Team.
- The neighbourhood policing Chief Inspectors on each Local Policing Area balances the force priorities against what the local communities are telling us are their priorities to produce a single amalgamated priorities list for each sector. This ensures that the strategic direction and resulting tactical action is clear for our neighbourhood officers and these priorities are refreshed every two weeks in line with tasking and coordination cycles. Using Problem Management Profiles (PMP) the local sector Inspector will write a detailed tactical plan against that strategic priority strand. This PMP will direct the tactical response, coordinate work between teams and analyse the outputs against the intended outcomes in real time to ensure that the tactical plan is delivering against the strategic priority. We utilise a Priority Crime Team which is a mix of uniform and non-uniformed specialist assets to deliver proactive policing within each LPA as an additional tactical intervention for any crime type. Visibility as well as any other deployed tactic are monitored through neighbourhood tasking, and we undertake reality testing to ensure that what has been deployed on paper is happening in practice.
- Our neighbourhood policing teams also work with locally based Intelligence Teams, Local Offender Management Units and partners to identify groups or individuals who are causing us the most harm.
- Details of our neighbourhood teams are published on our website which includes officer names, team email addresses and social media accounts.
- The new operating model ensures that each Local Policing Area has a local Corporate Communication person based locally. This has enabled Corporate Communications to work closer with each Local Policing Area to deliver key local news and information via WMNOW and social media platforms. We have used social media to demonstrate to our communities when we have tackled or resolved an issue. For example, within Dudley where officers have tackled the issue of speeding across the Borough and ASB and crime at St. Paul's church in Halesowen. These are

excellent examples of a 'You said, we did' approach, with the results published on social media.

- WMP also engage with our communities through our IAG process and local police surgeries. We continue to encourage new membership and participation, encouraging greater scrutiny of what the police are doing across each LPA.
- We have commenced a Youth Stop & Search Scrutiny Panel, which invites young people to review the Stop & Search carried out and provides a different lens upon which feedback can be obtained and acted upon by the LPA and indeed force.
- We have begun to introduce professionalising neighbourhood policing training.

Police Cadets

5. The Volunteer Police Cadet Scheme is a national scheme which seeks to build trust and confidence between young people, their communities and the police. It enables young people to have a real voice and influence in community policing. Cadets are ambassadors of West Midlands Police and are expected to be upstanders in their community alongside developing a strong volunteering ethic. West Midlands Police currently has 401 Police Cadets aged 13 – 17 years old, based at one of our 20 cadet units. The map below shows the location of our current unit. In addition, there are 57 Cadets currently being onboarded to join the scheme, who we would expect to join in January 2024 at the start of a new term.



6. Police Cadets undertake a curriculum which is aligned to the College of Policing competency values framework and supports their personal development. This may involve class-based learning at weekly meetings as well as visits to police departments such as Forensics or the Dog Breeding Centre.
7. Police Cadets also volunteer within their local community and in the past year have supported Community Speedwatch, Knife Sweeps, marshalled events and supported Race for Life and other charitable fundraising events. Remembrance parades, youth forums and community development projects in partnership with other local community initiatives have also seen Cadet attendance.
8. Police Cadets are encouraged to apply for volunteer roles which help their personal development such as the Police and Crime Youth Commissioners. Each year a good number of our Cadets apply to hold this position.
9. In March 2023 West Midlands Police collaborated with the High Sheriff of the West Midlands and a team of High Sheriff Cadets were appointed after a thorough application and interview process. These Cadets and adult Cadet Leader ambassadors promote the Cadet Scheme and support the High Sheriff in his work to reach into the black community. West Midlands Police strives to continue this collaboration with future High Sheriffs.
10. The case study below explains the personal achievement of one Police Cadet.

Case Study Cadet Braithwaite

Some quick thinking by one of our Police Cadets in Coventry helped a seriously ill man receive potentially life-saving treatment. 2CV Cadet Braithwaite was on his way to a Cadets meeting on Tuesday night when he saw a man in distress in the city centre. Seeing the man was in trouble, Cadet Braithwaite rushed to Coventry Central Police Station where he notified two on-duty officers. The officers went to find the man and discovered he was in a severe diabetic coma with low insulin levels. They called the ambulance service and the man was rushed to hospital where life-saving treatment could be applied.

11. Cadet Units engage with local policing teams to ensure they are supporting local initiatives and are visible to the local community. The changes to the local operating model have made this easier with connections being strengthened. Supporting fundraising events such as Race for Life, the Big Lunch and also local charities such as food banks and places of worship is core Cadet Unit activity. Supporting force priorities whilst within their local communities has been demonstrated with great success with the Cadets participation in Operation Advance, and by working alongside

police officers and fellow Street Watch volunteers. Engaging with crime prevention activity and distributing crime prevention advice is another way Police Cadets are visible to, and in, their local community. Cadets are frequently invited to West Midlands Police Community Engagement days and engage with the local community whilst promoting Cadets.

12. Volunteer Cadet Leaders are encouraged and supported to engage locally with contacts and to connect with organisations that can support community engagement or guest speakers who can enrich the experiences of the Cadets and broaden their aspirations. Cadets often have guest speakers who are external to the Police such as Dave Hadley to discuss blindness, the Lord Lieutenants and organisations such as Precious Lives. Companies such as Jaguar Land Rover also share skills with the Cadets and the Police Cadets who are supporting the High Sheriff have led to increased engagement at community events such as the Inspiring Others Awards and the annual Justice Service.
13. West Midlands Police Cadets have also received recognition both externally and at national levels, for example Commander Mustafa Farah was nominated for the Inspirational Youth Awards 2023 and Cadet Leader Raj McGarry was nominated and was runner up in the Lord Ferrers national awards for Police Support Volunteer of the year.
14. The following are examples of the community engagement delivered by Birmingham East Cadet Units.

Community engagement by Birmingham East Police Cadets

April to June 2023

1BE Cadets had a fantastic morning with the Assistant PCC Tom McNeil and PCSO's in Sparkbrook & Balsall Heath. They chatted and met with residents and spoke about the risks of using loan sharks. Whilst handing out leaflets.

1BE Cadets planned and delivered 'The Big Lunch' at Bordesley Green Allotments. They loved chatting with locals from the area and the Cadets prepared sandwiches and enjoyed community engagement with samosas, pakoras and cakes.

1BE together with Bordesley Green & Hodgehill neighbourhood teams and PCC Simon Foster went to Henry Barber Park and surrounding areas to conduct a weapon sweep for #OpSceptre. Whilst no weapons were found, a small bag of drugs was found. The Cadets also reported a high amount of rubbish to 'Fix My Street'.

Both 1BE and 1DC Cadet units supported Race for Life at Cannon Hill Park. Supporting the event has so far helped to raise £79,000!

1BE Cadets have also helped volunteers at the AsSuffa Charity, helping to hand out food to support the homeless.

5BE and 1BE Cadets supported a community event at Erdington police station to mark the King's Coronation. Two trees were donated by the probation service and the ground work was completed by the Community Payback scheme. The trees were planted by the High Sheriff of West Midlands and Kingstanding Counsellor Des Hughes and local residents helped to plant flowers.

15. The West Midlands Police recruitment and outreach team offers support to Cadets interested in pursuing a career in policing. This includes group support workshops, support for assessment centre preparation and one to one support for interview preparation focussing on the competency and values framework. Cadets who choose to explore alternative career paths are also offered more general support for example using external Industry connections to develop their interview techniques.
16. West Midlands Police have links in universities across the force area. Police Cadets were invited to attend Wolverhampton University for a taster session day. Cadets had the opportunity to participate in short taster session lectures in Criminology, Sociology and Policing Degree studies amongst others. By engaging with Further Education colleges and universities to open new Cadet units, West Midlands Police aims to grow these opportunities to support the aspiration of further education for our Cadets.
17. When new units are requested, several factors are considered to ensure the unit will meet the needs of local young people and that it supports community policing. This will include, but not be limited to, instances of youth violence on the LPA, deprivation index data, Impact Area crime trend data and engagement with local Police Teams and Schools Officers. This research ensures the unit supports diversionary activity in the local area and the needs of local young people.
18. Cadet units are based in venues where the facilities meet the needs of the unit, which is a classroom or large hall to use as a meeting base, outdoor space and toilet facilities. Venues are offered to Cadets free of any charge. Currently: -

- a. 3 units are based at colleges, centrally located, being easy locations for young people to reach. Operating in colleges gives Cadets exposure to further education facilities and can raise aspiration in further education for Cadets.
 - b. 5 units are based at Police Stations due to a lack of facilities following the Covid Pandemic. Police Stations are not, however, ideal locations for Cadet Units. New locations are currently being sought for these Units. The Cadet Team endeavour to ensure that units are located to support community policing and local young people using the criteria already detailed.
 - c. 1 unit is based at a Community Centre in Birmingham which is a thriving inner-city area with a large population of young people. The community centre is in the heart of the local community.
 - d. 1 new unit will be based in a university, chosen purposefully to offer Cadets exposure to university life and encourage raising aspiration around attending University. Talks are in progress to open a Cadet Unit within 2 further University Campus's.
 - e. 10 units meet in a school setting. West Midlands Police ensure that these locations are available for all young people locally and not just attendees at that school. It is vital that places are available for those young people most in need.
19. Discussions are currently taking place with St John Ambulance to consider sharing their venues for Police Cadet meetings if they are in the right locations. This link is a result of Police Cadets membership of Youth Organisation in Uniform (YOU) West Midlands which is a collaboration of all uniformed youth organisations in the West Midlands area forged by the Lieutenancy for West Midlands. YOU WM seeks to bring all relevant organisations together to share best practice and opportunities.
20. West Midlands Police are preparing to open Cadet Units at Crestwood High School Dudley and Birmingham City University, these Units are expected to open in January 2024. This will increase places available to 660 places. These Units will support a further 30 places each for young people. Adult volunteer Cadet Leaders have already been recruited for these units and are currently awaiting police vetting and training. Additional Units will be considered in Solihull and Coventry in early 2024.
21. West Midlands Police are also in discussions with two city Universities with a view to opening Cadet Units on campus. Volunteer Cadet Leaders will always be recruited prior to opening units. The National Volunteer Police Cadets Safeguarding and Standards Hub has secured central government funding to support police forces to

open new places for young people. West Midlands Police work with this team to draw down any funding that can support the opening of new Cadet Units.

22. West Midlands Police continuously accepts applications for new cohorts of Cadets to start at the beginning of each school term so we expect to see the next significant rise in January 2024 when we have 57 Cadets ready to join. Approaches are made to schools near to Units to share application details alongside approaches to Local Authority Children’s Services and West Midlands Police’s Early Help Intervention Teams, School Liaison Officers and local Neighbourhood Teams to ensure referrals are received for those who come to the notice of professionals, and where early intervention could offer appropriate support.

23. Referrals are accepted from parents and carers as well as Police Officers, Schools, third sector organisations and statutory agencies to engage young people who need support. Most applications seek to support behavioural challenges or family circumstances.

24. No young person is declined access to Cadets unless we cannot meet their needs or safeguard them. Individual risk assessments are undertaken on joining to support young people who have specific needs due to disability, previous trauma or personal circumstance.

25. More than 40% of young people who are Cadets could be categorised as disadvantaged or have a footprint with the Police as either a victim or offender. Referrals from social workers have increased and work to publicise the Police Cadet offer continues.

Cadet referrals / applications source	
Parents, Guardians, Carers	75%
Young People	15%
Schools or Police referrals	8%
Other Agencies	2%

Table 1: Cadet Applications January to October 2023

26. There are currently a number of adult volunteer vacancies in our existing Cadet Units. This shortage of adult volunteers is preventing the Cadet Scheme from being able to fill Cadet Units to capacity as the ratio of adult volunteers to cadets must be maintained to ensure safety in each unit and safeguarding young people remains a

priority for West Midlands Police. As a result there has been a decline in Cadet membership across the force due to both a brief reduction in youth applications and a reduction in adult volunteer recruitment.

27. West Midlands Police Cadet scheme currently has 115 Volunteer Cadet Leaders. It is believed that the current cost of living crisis is making recruiting volunteers challenging. This is replicated with our YOU WM colleague organisations, this is a national issue which West Midlands Police are working hard to address. The below chart shows the number of Cadets and Cadet Leaders in the scheme in the last year.

2023	No. Cadets	No. Cadet Leaders
January	492	165
February	468	144
March	494	151
April	462	148
May	472	141
June	500	147
July	472	152
August	434	146
September	420	128
October	401	115

28. The cadet leaders are recruited from a range of backgrounds including;

- a. 83 of those leaders are external volunteers from within the communities of the West Midlands
- b. 18 volunteers are Police Officers and 14 are Police Staff employees.
- c. Currently 30 volunteer Cadet Leaders are in the recruitment process.

29. The Cadet Scheme is constantly recruiting Volunteer Cadet Leaders. The robust vetting and safeguarding procedures that we must adhere to can sometimes mean it takes longer than average for Cadet Leaders to join. West Midlands Police offers incentives to Police Officers and staff who volunteer. They are offered half of their volunteer time back in time off in lieu if they volunteer with the Cadet Scheme to a maximum of 8 hours per month. This has been widely

marketed internally and encouraged internal Cadet Leader applications. A further internal recruitment drive is in operation and is expected to recruit more Staff and officers to become Cadet Leaders.

30. In January 2024, West Midlands Police will launch a new campaign to recruit external volunteer Cadet Leaders using social media, this follows a successful campaign for other volunteer roles such as the Special Constabulary. A strategy of engagement with networks and partners will also support recruitment of volunteer Cadet Leaders and is complimented by the external media campaign and use of WMNow the Community messaging system. Engagement with local companies that are signed up to the Home Office Employer Supported Policing Scheme (ESP) has also led to industry-based engagement events where the Cadet Leader role is marketed to that company's staff. It is expected that this will appeal to staff members who wish to start volunteering and taking advantage of their employer's engagement in the scheme. HSBC, Network Rail and BT are some companies that support ESP that we are currently working with.

Junior PCSO

31. The Junior PCSO was first introduced in Sandwell in 2015 and at its peak engaged with over 3000 children at 150 schools across the West Midlands. However, since the restrictions of COVID in 2020 there has been a reticence with some schools to reinvigorate the programme. We are currently developing a methodology to capture the effectiveness of the programme and any long-term changes in harm, crime and offending linked to specific schools. This is coupled with a process to accurately record the number of schools and young people who are engaging with the initiative.
32. The Junior PCSO Scheme is designed to deliver a bespoke training package to primary school pupils within the West Midlands. The scheme promotes early engagement with young people, providing confidence and life skills through intervention and prevention activities. The scheme facilitates partnership working with local schools and empowers young people to tackle community related issues including road safety, bullying, online safety and anti-social behaviour.
33. Engagement with primary schools takes place with the local Neighbourhood Team and Partnership Department to explore the validity of the scheme. Preparations for the programme are then undertaken including funding (costs are in the region of £200 which is often met by school PTAs).

34. The scheme is delivered over a 6-week period to align to the school half terms. PCSOs from the local Neighbourhood Teams provide weekly inputs to groups of 10-12 students. The content of the inputs are designed with the school to meet the agreed curriculum and the lesson plans are OFSTED approved. The students are presented with a certificate at the completion of the scheme.
35. There are currently a total of 10 schools across the force which are actively engaged with the Junior PCSO programme. The LPAs where the scheme is being delivered are Birmingham, Walsall, Wolverhampton and Sandwell. There are plans to reinvigorate the Junior PCSO scheme which are linked to the Serious Youth Violence Engagement Plan.

36. Special Constables

37. The Special Constabulary is an integral part of the volunteering family within West Midlands Police. Special Constables bring a unique set of skills into West Midlands Police from their current or previous employment or their knowledge and skills. Special Constables work alongside regular officers and PCSOs in Neighbourhood Police Teams, Response, Roads Policing, Force CID and Public Protection, in order to respond to calls for service. West Midlands Police currently has 221 Special Constables who are deployed across the force area.
38. Of the Special Constables that resigned or left between October 2022 and September 2023, 37% left the role to join the regular police.

Recorded reason for leaving	Count of Reason
Career Change - Joined Regulars (Own Force)	42
Personal Reasons - Change in Personal Circumstances	19
Personal Reasons - Work Life Balance	12
Career Change - Armed forces / incompatible job	4
Resigned whilst Training - Could no longer commit	14
All other reasons	23
Grand Total	114

Table 2: Data From 1/10/2022 - 30/09/2023

39. The Service Level Agreement (SLA) states that all Special Constables should undertake at least 16 hours volunteering per month. WMP has a large cohort of officers who far exceed the 16 hours per month.

SLA Compliance	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23
Active Under 16 hours	61	47	58	50	42	31	34
Active Over 16 hours	68	130	111	119	117	120	115
In training	15	14	30	16	22	19	19
non-operational	35	32	40	43	43	38	33
Leave of Absence / Suspended	16	15	11	14	16	21	20
Total Special Constables	247	238	250	242	239	229	221

Table 3: Background of the number of Special Constables that have delivered their SLA.

40. Starting this year Special Constables have been able to join the Police Federation. This membership ensures that each Special Constable's welfare and rights are supported equally to those of regular officers. Special Constables are also supported by an annual review (WMP Conversation) which has been adapted to consider the demands on volunteers when completing this process. This process encourages engaging and supportive one to one personal development conversations between supervisors and officers, further supporting personal development. Alongside this Special Constables also complete the annual Integrity health check.
41. Special Constables undertake initial training which is complimented by a Personal Development Plan which supports and documents their learning. Special Constables are tutored to achieve Independent Patrol Status (IPS) and are expected to maintain knowledge and undertake mandatory training alongside regular officers. West Midlands Police recognises that learning for Special Constables continues throughout their time volunteering with us and specific continued professional development (CPD) days are delivered twice annually to support their learning.
42. Special Constables can access all courses that are available to regular officers apart from Firearms Courses. This ensures their continued professional development and retains their skills and experience within force. This is further supported by temporary postings in specialist departments.
43. Special Constables are offered the opportunity to work in temporary postings for example with FCID's Homicide Team. Specials posted to such roles receive bespoke training in CCTV and forensic recovery to assist with the investigation of live incidents. These skills have been utilised to apprehend offenders and secure evidence for

serious sexual offences and large-scale drug production whilst on regular operational duties.

Special Inspector Beckett and Special Sgt Cicconi

Special Inspector Beckett and Special Sgt Cicconi were on duty in the early hours on Friday 15th July when they responded to the request of assistance from colleagues to search for suspects who had decamped from a cloned stolen vehicle.

During the subsequent area search the two officers came across a number of vehicles seemingly 'dumped' behind houses near Penn Road in Wolverhampton. They commenced diligent enquires to confirm the correct identity of the vehicles and interrogate force systems to ascertain relevant intelligence. Following enquires they focussed on an insecure BMW motor vehicle which was displaying false number plates and had an obscured VIN plate.

The vehicle was searched and a quantity of cannabis and a single barrelled 12 bore sawn off shotgun was recovered. An ARV was requested to make this viable weapon safe and interestingly there were also 8 shotgun cartridges were found with the weapon.

44. West Midlands Police has developed a campaign "Beyond the 9 to 5" which is designed to recruit Special Constables. The campaign is aimed at those who want to be a volunteer rather than joining the regular service. Academic research shows these individuals remain volunteering for longer and bring new skills into West Midlands Police. It is expected that this campaign will result in an uplift in applications to join as Special Constables. An example of this is in the case study below.

45. Internal and external internet recruitment pages have been refreshed and updated; social media is used regularly to promote the Special Constable role. West Midlands Police have had recent success winning a number of national awards.

46. Coventry's Special Inspector Mehta and HSBC won the Home Office Lord Ferrers award for Employer Supported Policing (ESP) with the work West Midlands Police has done to recruit Special Constables. Through ESP West Midlands Police is connecting with several employers who support the ESP scheme to advertise Special Constable roles and engage with employees. This increased engagement is leading to more applications to join the constabulary.

Specials Chief Inspector Russell has volunteered as a Special for 36 years volunteering on average 700 hours per year.

Anne became WMP's first female Special Inspector and first female Specials Chief Inspector. She created and implemented a program to give Special recruits a rounded induction, full of attachments enabling them to gain IPS quickly and efficiently whilst feeling motivated and valued. This led to significant cost savings for the force as Specials were competent faster.

Anne has championed support for female officers by leading the Specials Women in Policing Group. She welcomed wider volunteers in West Midlands Police to engage and encouraged them to feel part of one police family. This support unearthed issues which Anne then managed and worked with staff teams to alleviate.

Anne has created a more supportive culture within WMP for female officers from which many Specials have benefitted. This has also supported the staff team to recruit more female officers. Anne created a small team to specifically recruit females of colour into the Special Constabulary.

Special Chief Inspector Anne Russell was the recipient of the Lord Ferrers inaugural Special Constabulary Longevity award in 2023. An award for any Special who has served over 30 years' service with consistent support.

47. West Midlands Police is working with a leading academic to share best practice from other forces to support the retention of our Special Constables, this includes offering exit interviews to Special Constables when they leave the organisation.

Professionalising Neighbourhood Policing

48. West Midlands Police have developed an approach that seeks to improve the standards of policing delivered by Neighbourhood Policing Teams to communities and partners through an array of different CPD activities. This is contained in a yearly training and CPD plan that has oversight and governance through Local Policing Governance Board. The foundation of the approach is to ensure that front line practitioners have the necessary skills to perform to their potential and deliver policing activity that supports the NPPC National Guidance (Autumn 2022), National Performance Framework (April 2023) and WMP Neighbourhood Crime Strategy (July 2023). The approach is informed by the contributions of a working group established in May 2023, with representatives from across Neighbourhood Policing, to verify what CPD and training themes are key for their staff members to have invested time and structured learning in. The concept is using a training needs analysis approach at the LPA level where results are brought together to inform the WMP approach and define the

training/CPD activity to be delivered over the coming 12 months. This is also informed by close liaison with the College of Policing Subject Matters experts.

Measuring success to rebuild and improve community policing

49. West Midlands Police are currently in the process of implementing the NPCC Neighbourhood Policing Performance and Outcomes Framework that will provide various indicators and measures to assess the neighbourhood policing provision. These measures will include, but are not limited, to the assessment of community policing, drawing upon the effectiveness of engagement activities in the drive to improve public trust and confidence. The implementation of the framework will ensure success measures such as the number of community meetings held and community events attended, as well as the percentage of Neighbourhood Policing Teams with annually refreshed community profiles and engagement plans. These measures will be monitored at a force level to enhance community outcomes and improve operational effectiveness and efficiency. West Midlands Police are implementing these in line with the national timeframe. Within the Force Performance Panel, Local Policing Governance Board and Quarterly Performance Reviews a range of Neighbourhood Policing activities are measured.

50. A fundamental priority in the Neighbourhood Policing strategy is the development of the professionalising neighbourhood policing program that is being developed with Staffordshire University. This work is being overseen by a Superintendent. A pilot was delivered in September 2023 and is currently being evaluated before being rolled out further. There is work nationally to develop a neighbourhood policing programme which West Midlands Police is at the forefront of leading. In addition, we have also begun to roll out problem solving training to neighbourhood policing teams and Operation Guardian staff. Our Neighbourhood Policing team also have access to local partnership training through community safety partnership and safeguarding arrangements.

51. In support of measuring community policing, a project has been launched within the Data Analytics Lab to assess the visibility of officers within communities, thereby allowing an articulation of community visibility that can be filtered geographically. The application will help the force, public and partners to understand the length of time officers were visible in the community at varying time periods throughout the day. The intention is that this will not only improve the confidence felt by members of the community, but also assist in the drive to

improve the understanding of the importance of visibility. The data will enable local policing managers to monitor team and individual performance against key force priorities and to provide evidence of our commitment to community policing to local communities and partners. It will also allow local policing managers to identify where there are gaps in visibility coverage which can support strategic deployment decisions. The project was presented to the Ethics Committee in September 2023 and is currently in the ALPHA testing phase. The project is expected to return to the Ethics Committee for further review in early 2024.

52. The work scheduled to take place during the next 12 months through the Neighbourhood Policing strategy will see the development and application of a neighbourhood abstraction policy. This will be a vital tool for ensuring that our Local Police Areas understand the implications are accountable when neighbourhood policing team officers are abstracted from core neighbourhood policing to support other areas of policing either locally or force wide.

Financial Implications

53. It is difficult to determine the impact of the cost-of-living crisis on rebuilding community policing. However, anecdotal evidence suggests that the financial restrictions placed on family budgets is a contributing factor to the challenges of recruiting additional special constables and growing numbers of police cadets. This is likely to be particularly of note where cadet locations are in some of the more financially deprived areas of the force.

54. One of the key elements of the operating model change was the focus on Local Policing and creation of Local Policing Areas. The majority of costs in relation to making this change focussed on the physical movement of Police Officers, PCSO's and staff to new locations in the force along with the vehicles and other equipment to enable them to perform their role effectively in these locations. To this end some minor building works were undertaken to enable these changes. The table below summarises the costs incurred in setting up Local Policing Areas:

Expenditure Category	£
Building works and relocations	74,900
IT and equipment	14,200

Furniture and lockers	12,100
Total	101,200

55. The budgeted cost in 2023-24 for citizens in policing, cadets, Special Constables and volunteers is £915,100. In addition to this the force has spent £7,600 on vetting for cadet leaders and £2,000 on social media advertising to maximise the number of applications to these roles.

Legal Implications

56. West Midlands Police complies with the National Volunteer Police Cadets Safeguarding and Standards Hub (NVPCSSH) safeguarding strategy and operating standards. These standards have been approved by the NPCC and produced in collaboration with industry experts such as the NSPCC and UK Youth. This national safeguarding and safety framework includes a working compliance standard that West Midlands Police is working to achieve. By following and complying with these operating standards and producing evidence to prove compliance West Midlands Police Cadets follow a streamlined and consistent approach to the reporting and managing of safeguarding concerns, the recruitment of leaders, training, organising activities and the general operation of the Police Cadet Scheme. This ensures that everyone involved knows what is expected of them at a local and national level and that confidential reporting and investigation is done in a consistent manner and standards are upheld.

57. The NVPCSSH recently supported West Midlands Police with a virtual walkthrough of the standards prior to a formal Audit in early 2024. An OPCC audit of Safeguarding practice has also recently taken place. These external and internal audits and the implementation of any findings ensure the Cadet Scheme adheres to safeguarding requirements. The NVPCSSH frequently shares best practice and learning from other Police Forces to ensure West Midlands Police is kept abreast of innovation and changes in legislation.

58. Safer Recruitment, as recommended by the NVPCSSH operating standards, is used and this year the vetting and recruitment process declined 22 applications with 11 declined at their 'in person' safeguarding Interview. 11 different applicants were declined at Police Vetting stage. This robust recruitment process is pivotal to maintain safeguarding standards.

59. Safeguarding is an agenda item at the quarterly Cadet Governance board which is chaired by Chief Superintendent Tagg who is the Designated Responsible Officer for Safeguarding. Any incidents of note or cases are further discussed at the Citizens in Policing Governance Board which is held quarterly. Two named staff members that are Designated Safeguarding Officers have been trained to NSPCC standards

Equality Implications

60. The Violence Reduction Partnership commission Barnardos to deliver a Trauma Aware Policing Programme. Since September 2021 the session has been delivered to 2502 officers which includes 942 new recruits, 807 frontline officers, custody staff, investigators, senior leaders and cadets. Dates have been secured to train force contact staff and there are regular on-going sessions with new recruits. The in-person sessions discuss;

- How trauma and adversity present in people's behaviour.
- What brain science tells us about the long-term impact of experiences of trauma and adversity.
- Secondary traumas and wellbeing impact for Police staff.
- How using an awareness of trauma can help to reduce the traumatising impact of a custody environment.

61. In addition to the sessions, support resources are available which include;

- Distraction packs (Utilised to cultivate opportunities for positive relationship-based interactions, and to support healthy emotional regulation during times of distress)
- Trauma Aware Policing Posters
- Trauma-informed grounding leaflets for families and individuals

62. There is also an online resource hub within the intranet with over three hundred accessible resources to promote independent learning and signposting understanding through:

- Infographics and visual aids
- Media
- Publications and articles
- Academic research
- External signposting information
- Culturally sensitive practice resources

63. The delivery of the programme is governed by the Trauma Aware Senior Leaders Board which is chaired by a Chief Superintendent and there is academic oversight from the University of Wolverhampton.
64. Across the West Midlands we work closely with our partners to help safeguard vulnerable children and adults. This work is co-ordinated through the Local Safeguarding Children Partnerships and Local Safeguarding Adult Board on each LPA.
65. For pre-planned policing activities, we ask officers to undertake an 'Operational Equality Assessments' and record it in the relevant documentation. In operational terms this could be for activities such as search warrants, classroom sessions, or community meetings (dietary requirements). The approach within WMP is as follows:
- The department responsible will document their approach to a planned activity within their Equality Assessment. D&I team support departments with understanding the activities they undertake with the community.
 - The D&I team then provide training to the operational staff involved in leading or coordinating those pre-planned activities, to understand the legislation and the requirement to show due regard. We then discuss the most appropriate way of recording the consideration, ideally existing paperwork.
 - Example – what is the impact of this search warrant at this address which has two women and two children. Officers will then conduct the Equality Assessment and mitigate risk to ensure the general duties of the public sector equality duty are being met. In this case it could be that the search warrant is moved to school hours, to ensure that we are giving consideration to the children within the property. This is documented in the papers and can be accessed if requested.
66. For Dynamic/unplanned policing activities an officer or member of staff interacts with a person and uses their cultural knowledge to adapt to the needs of the individual. Eg if a person is under 18, is neuro diverse or from a community with historical strained relations with the police. The approach to upskilling officers is to use the cultural calendar as a platform for discussing topics and raising awareness. Some material is created centrally, whilst it is also expected that local departments and LPA's develop their own activities. This knowledge will be

designed to be operationally relevant so staff can remain professional, culturally competent and operate in line with our vision and values.

67. Equality Assessments are a core activity which are completed when West Midlands Police develop or review any force policy. No force policy is signed off by the Force Executive Team without the necessary and appropriate Equality Assessment in place.

68. WMP has three performance measures in relation to Equality Assessments:

- 100% Completion of Equality Assessments for all departments/LPAs. Each department/LPA have been asked to undertake an Equality Assessment to identify the impact of their activities in relation to the staff they are responsible for and community interactions which take place.
- 100% Completion of Equality Assessments for all Policies. As policies are renewed, every author is required to complete an Equality Assessment. Policies are not signed off until the EA has been completed. Examples include Stop & Search Policy and the Special Constabulary Policy.
- 100% Completion of Equality Assessments for all Projects and Programs. Strategy, Direction & Assurance now complete Equality Assessments for every project. These EAs are scrutinised and quality assured at Staff Network Meetings. Each department was asked to complete an Equality Assessment for the change program. The content of these supported the development of the Force Equality Assessment.

The board is asked to note the contents of this report

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