Strategic Policing and Crime Board

26th March 2024

Police and Crime Plan Priority:

Title: Supporting the workforce; organisational change**.**

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Introduction:

This paper is designed to update on the delivery of WMP's People Strategy. It will cover the key areas within the People function, especially around Workforce, Recruitment, D&I, Learning and Develpoment, Talent and Officer support. This paper is for information only. It is broken down into the key areas as described above and seeks to answer the questions outlined in the initial request.

Workforce Uplift

1. The Police Officer Uplift programme concluded at the end of March 2023 with the force being provided with funding for an additional 1,278 officers (includes 60 temporary funding). At the end of March, the Force police officer strength was 8,067 with an additional 1,376 officers recruited. Therefore, the Uplift target was surpassed by 98 officers.

2. Additional temporary funding was secured for 2024/25 which included the 60 posts from 2022/23 and a further 40 posts. This was again increased in September by a further 75 police officer posts bringing the over number of funded police officer posts to 8,084 by the end of March 2024.

3. Against this position police officer strength is currently 7,952 with further recruitment intakes planned through January, February and March.

4.   Uplift posts have been invested across a range of different policing areas and with the change in operating model in April 2023 a significant proportion of these posts are in the Local Policing Areas. Table 1 below details the allocation of police officer posts across the force. This allocation was determined via a PBB (priority based budgeting) process chaired by the Deputy Chief Constable in 2019/20.

Table 1: Allocation of Police Officer posts by Department via the internal PBB Uplift allocation process

New Op Model	Function (old Op Model)	Uplift
Local Policing Area	Local Policing/NPUs	221
	Response	252
	FCID (Volume)	68
	SOCEX (NPU)	29
Major Crime Unit	Force CID (Complex)	111
Public Protection Unit		110
Custody		10
Intel		13
SOCEX (split across non-Local Policing Departments)		79

Retention

5.   Retention of both officers and staff continues to be a key focus for the force, helping to retain experience, deliver continuity of service and achieving the forces post uplift targets.

6.   The attrition rate for officers over the last 12 months was 5.96%, a decrease compared to last year when the attrition rate was 7.02%. The main reasons for leaving over the past 12 months are detailed in table 2 below.

Table 2: Police Officer Leave Reasons – Past 12 months

Reason for Leaving	Total Number of Leavers	% of total leavers
Retirement	203	36.73%
Resignation	192	39.18%
Transfer Out	82	16.73%
Ill-Health Retirement	23	4.69%
Other Reasons	13	2.7%

7.   The attrition rate for Detectives within the force over the past 12 months was lower than overall attrition for Police Officers; 3.31% versus 5.96%. There has been a significant focus on the retention of Detectives across force with a range of

workstreams within the Investigators Strategy Group looking at reward and recognition as well as wellbeing.

8. PCSO attrition has increased from 20.35% to 34.78% over the past 12 months, this has been driven by significant numbers of PCSOs joining as Police Officers particularly during February and March 2023.

9. Police staff attrition has fallen slightly from 13.57% to 13.38% over the past 12 months.

10. Retention interviews continue to be conducted for all officers who resign from the force. This has been supplemented with the relaunch of the exit interview process in early December for all officers and staff as part of the standard leavers process. This enables individuals to have a conversation about their services and the drivers for leaving with their Line Manger, a HR representative, or independent person. Data collected from these interviews will allow the force to identify trends specific to roles, teams and geographical locations.

11. Further initiatives are currently being developed to be launched in 2024 that will enable the force to get upstream and engage with colleagues, to identify, understand and solve potential issues before they get to the point of resignation.

Deployment

12. Please find attached below the top 10 teams most frequently deployed from the 1st of January 2023 until 20th of December 2023.

Forensic Services Forensic Scene Investigation - Hubs	7754
Birmingham LPA Response Team A - C3 Park Lane	6372
Birmingham LPA Response Team E - C3 Park Lane	5821
Birmingham LPA Response Team C - C3 Park Lane	5752
Birmingham LPA Response Team A - Stechford	5682
Coventry NPU Response Team A	5619
Birmingham LPA Response Team B - C3 Park Lane	5215
Birmingham LPA Response Team B - Stechford	5156
Birmingham LPA Response Team E - Bournville	5115
Birmingham LPA Response Team D - Stechford	5030

Representation

13. Since the start of Uplift the force has recruited 594 new officers from ethnic minority groups. This represents 18.6% of all officer recruits over the period.

14. A Gold group meets on a fortnightly basis supported by a weekly attraction meeting to develop further initiatives to enable the force to attract both the volume of applicants for the additional funded posts and to continue to increase the diversity of the force, working towards the Police and Crime Commissioner's aspiration of recruiting 1,000 new Police Officers from an ethnic minority background by the end of March 2025.

15. Overall, force representation continues to increase across all employee types, this has been the trend since 2019 with an increase of 4.7% over the period. This can be seen in table 3.

Table: 3 Ethnic Minority % by Staff Type

Staff Type	Ethnic Minority Group %					
	Dec-23	**Jan-23**	**Jan-22**	**Jan-21**	**Jan-20**	**Jan-19**
Police Officer	13.9%	13.7%	12.9%	11.9%	11.0%	10.5%
Police Staff	18.3%	17.7%	17.1%	16.0%	15.3%	13.7%
PCSO	12.9%	11.8%	11.1%	12.2%	13.6%	13.7%
Specials	31.0%	29.2%	27.2%	30.0%	29.1%	27.0%
Force Total	**15.6%**	**15.3%**	**14.6%**	**13.7%**	**12.9%**	**11.9%**

16. Tables 4 and 5 show ethnicity and sex broken down by rank. It can be seen from this data that representation has consistently increased for police officers. There have been some decreases when specific ranks are examined, but significant changes are in ranks with small numbers of officers.

17. We anticipate it will take some time for the increases in representation that have been have achieved at Constable rank to begin to positively impact on higher ranks.

Table 4: Ethnic Minority % by rank

Rank	Ethnic Minority Group %					
	Dec-23	**Jan-23**	**Jan-22**	**Jan-21**	**Jan-20**	**Jan-19**
Chief Officer	0%	25.0%	20.0%	16.7%	0.0%	0.0%
Chief Superintendent	5.0%	4.4%	3.8%	0.0%	5.0%	9.1%
Superintendent	7.5%	6.5%	8.9%	7.4%	2.8%	0.0%
Chief Inspector	19.5%	19.7%	14.9%	8.3%	10.4%	5.5%
Inspector	11.9%	12.0%	13.2%	11.0%	12.2%	10.9%
Sergeant	12.3%	12.3%	11.9%	11.8%	11.3%	11.1%
Constable	14.2%	14.1%	13.1%	12.1%	11.0%	10.5%
Police Officer Total	**13.9%**	**13.7%**	**12.9%**	**11.9%**	**11.0%**	**10.5%**

Table 5: Sex % by rank

Rank	Female %					
	Dec-23	**Jan-23**	**Jan-22**	**Jan-21**	**Jan-20**	**Jan-19**
Chief Officer	20.0%	50.0%	40%	33.3%	57.1%	50.0%
Chief Superintendent	30.0%	34.8%	30.8%	14.3%	20.0%	22.7%
Superintendent	40.0%	34.8%	34.6%	29.6%	30.6%	31.0%
Chief Inspector	35.6%	38.0%	31.9%	40%	37.3%	37.8%
Inspector	30.6%	31.6%	32.2%	32.7%	33.1%	30.8%
Sergeant	29.7%	27.7%	26.8%	27.6%	26.9%	25.5%
Constable	37.4%	37.1%	36.0%	34.7%	33.4%	31.8%
Police Officer Total	**36.2%**	**35.6%**	**34.5%**	**33.6%**	**32.4%**	**30.9%**

18. WMP want to ensure that we can support ethnic minority and female candidates to feel empowered to apply for roles at WMP.

19. This begins at the **attraction** stages of recruiting staff. All recruitment adverts are reviewed to ensure appropriate language is used to reach a diverse range of candidates. WMP ensures that positive journeys and experiences of ethnic minority and female candidates who have joined WMP are showcased through the recruitment content that is used. This includes video's, case studies and statements.

20. WMP advertises both police officer and police staff vacancies on a wide range of job boards to attract the widest range of applicants from all communities.

21. Within the plan we have reviewed our adverts and recruitment pages to ensure that candidates are aware what the roles entail. We also promote the staff networks available to them once they join to provide additional support and to build on the importance of the employee voice.

22. Extensive research show that male applicants apply for a role if they meet less than two thirds of the essential and desirable criteria, whereas women only tend to apply if they meet them all or very close to them all. Therefore, the force ensures that job criteria for the role is succinct and not an exhaustive list of must haves.

23. The force's approach to recruitment outreach is focussed on building and maintaining long term relationships with different communities throughout the West Midlands. As part of this work, there are several different areas of focus. These include;

   a. Our Outreach Teamwork working with a range of schools that have been identified via census data to have highly diverse communities reflective of the communities that we serve.

   b. WMP engages with community leaders from the West Midlands through the Legacy Centre of Excellence. Each relationship we build with our communities offers different perspectives as critical friends. As part of this engagement a plan is being developed for several bespoke recruitment events for potential black applicants. These events will offer insights to the role, Q&A sessions with black officers who have progressed through WMP, insights into specialist career paths and support with applications.

   c. Once ethnic minority and female candidates have applied via the Recruitment system, they will be offered Outreach Support. Once signed up for outreach support the applicants will have the chance to attend workshops offering advice around the process and 1:1 support from our Outreach Officers who can mentor candidates through the application journey.

   d. We have learnt from our recent engagement with our underrepresented communities, that if we join existing events that our success at those events is below what we would expect. Moving forward we intend to explore hosting bespoke events that are co-delivered with community leads and that purely focus on police careers

24. The impact of the Outreach Team shows that 80% of applicants who received support from the team are successful in securing a role with the force. Internally, we are also considering our approach to Recruitment Ambassadors. In line with the forces aim to

become an employer of choice, we want to ensure that all employees are Recruitment Ambassadors to promote the careers and volunteering opportunities we have available.

25. Building on this success rate the force is exploring developing an outreach offer to support colleagues going through a promotion process to help drive increased diversity across all ranks.

26. Reasonable adjustments are offered to all candidates coming through the recruitment process at Officer rank and during all promotions processes.

27. Table 6 shows the ethnic minority breakdown by the main police constable roles in the organisation. It can be seen from the table that Surveillance Officer is the most representative role whilst Force Traffic/Motorway Officer is the least representative.

Table 6: Ethnic Minority Group % by main Police Constable roles

Role	Ethnic Minority Group %
Response Officer	14.0%
Neighbourhood Policing Officer	19.4%
Firearms Officer	11.0%
Detective Constable / Investigation Officer	15.0%
Force Support Officer	11.8%
Force Traffic / Motorway Officer	10.9%
Surveillance Officer	24.6%

28. The representation of police staff continues to increase; Table 7 shows the ethnic minority percentage in police staff grades. Improvements are consistent across all grades up to and including Grade 9. Whilst higher grades have improved since 2019 there have been decreases since 2022.

Table 7: Ethnic Minority Group % by police staff grade

Grade	Ethnic Minority Group %					
	Dec-23	Jan-23	Jan-22	Jan-21	Jan-20	Jan-19
Chief Officer	25.0%	20.0%	16.7%	16.7%	0.0%	33.3%
Grade 10-14	9.4%	11.2%	12.2%	10.4%	11.2%	5.6%
Grade 8-9	16.7%	15.3%	13.9%	13.9%	12.8%	13.2%
Grade 6-7	15.0%	15.8%	14.6%	13.6%	13.0%	10.5%
Grade 4-5	20.1%	18.2%	17.8%	17.2%	15.9%	14.2%
Grade 2-3	25.7%	25.6%	27.5%	21.7%	21.3%	20.5%
Grade 1	21.4%	19.5%	15.3%	13.5%	13.8%	14.9%
Local Agreement	9.1%	5.0%	8.0%	8.0%	9.1%	4.8%
Total	**18.3%**	**17.7%**	**17.1%**	**16.0%**	**15.3%**	**13.7%**

*These figures include the OPCC employees

Reasonable Adjustments

29. Within WMP we offer a Reasonable Adjustment Passport (RAP) which enables colleagues to share with the organisation their disabilities and how this affects them within the workplace. The RAP is a local agreement between supervisors and individuals that shows any workplace assessments that have taken place and any adjustments that may be required to enable them to work to the best of their ability by the removal of any barriers they may face.

30. Where required (for example for individuals which require further assessment by a trained professional e.g. adjustments for ADHD) assessments are carried out by Access to Work (A2W). Adjustments are arranged with the reasonable adjustment officer who holds a central budget and arranges the procurement of the items. The RAP is available to any individual that has a disability as set out by the Equality Act 2010. Further support is offered from our Occupational Health (OH) department and Wellbeing department and EnAble (our Disability Staff Network) and Carers Staff Network.

Attendance

31. The force attendance rate in November 2023 was 93.7% across all staff types. Police Staff attendance was the highest at 94.1%, with Police Officer attendance at 93.7% and PCSO attendance at 87.8% This compares to an overall attendance rate of 94.0% across the force 12 months ago with a Police Officer attendance rate of 94.6%, Police staff at 93.1% and PCSOs at 90.9%.The force continues to offer annual free flu vaccinations with 2,314 vouchers issued so far this year. This is shown in chart 1 below.

32. The HR Advisory team are also working with line managers and individuals to ensure that Attendance Support Meetings (ASMs) are in place to ensure individuals are supported appropriately and effective return to work plans are in place.

33. The HR Advisory team are proactively reviewing long term sickness cases and working with line managers to ensure that all appropriate processes are in place to support effective attendance management. This will include regular contact, sign posting to Vivup, Occupational Health support, reasonable adjustments and return to work plans.

34. Though 2024 the HR Advisor team will be providing further scrutiny to short term sickness, helping line managers and SLTs to identify persistent sickness (including patterns of sickness) and ensuring that informal and formal actions plans are in place to maximise attendance. The HR Advisor team will also ensure that appropriate advice and support is in place for colleague's currently off sick.

Chart 1. Attendance Rate by Employee Type Nov 2021 to Nov 2023

Attendance Rate by Employee Type

Police Officer — Police Staff — PCSO — Target 97%
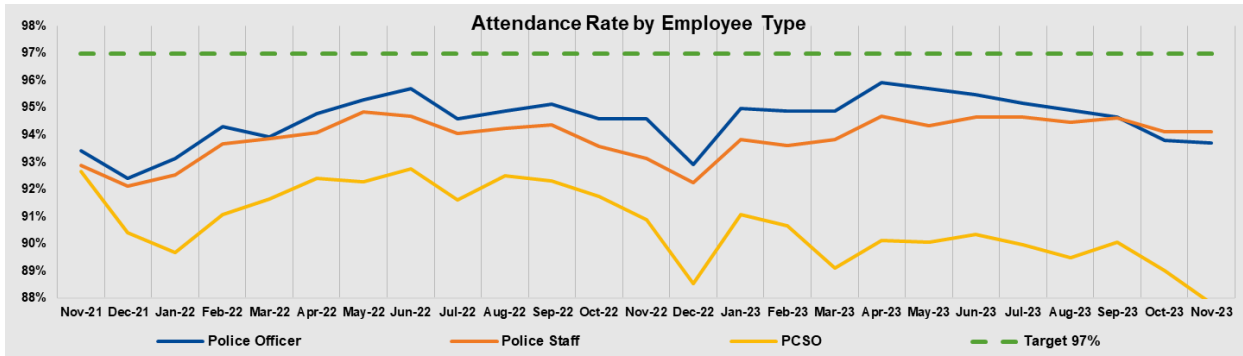
Special Constables

35. The Special Constabulary is an integral part of the volunteering family within WMP. Special Constables bring a unique set of skills into the force 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, to respond to calls for service. West Midlands Police currently has 221 Special Constables who are deployed across the force area.

36. The Service Level Agreement (SLA) states that all Special Constables should undertake at least 16 hours volunteering per month. West Midlands Police has a large cohort of officers who far exceed the 16 hours per month. An overview of this is shown in table 8 below.

Table 8: Background of the number of Special Constables that have delivered their SLA.

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

37. Of the Special Constables that resigned or left between October 2022 and September 2023, 37% left the role to join the regular police. Details of other reasons for leaving are shown in table 9 below.

Table 9: Data From 1/10/2022 - 30/09/2023

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**

38. 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. 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 few national awards.

39. Academic research shows these individuals remain volunteering for longer and bring new skills into WMP. 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.

40. Coventry's Special Inspector Mehta and HSBC won the Home Office Lord Ferrers award for Employer Supported Policing (ESP) with the work WMP has done to recruit Special Constables. Through ESP WMP 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.

Cost of Living

41. WMP is committed to increasing the support for colleagues who have, or may be, experiencing financial difficulties arising from the current cost-of-living crisis.

42. The force works closely with our external partners to ensure that our financial well-being support package offers something for everyone, irrespective of rank or grade. All new student officers attend a financial wellbeing input at the start of their career. To date, Police Mutual have attended 56 wellbeing events across the Force with over 1200 colleagues. We have also shared their "financial resilience" webinars that focus on budgeting and managing debt, colleagues are able to access these webinars 24/7. Police Credit Union have also launched webinars, covering credit scores, pensions and managing money matters.

43. We continued to run our monthly pre-retirement courses across the Force (1 x officer 1 x staff) and our 2 x canteen days where colleagues can speak to financial advisors 1-2-1 and receive a free breakfast voucher. Through this, over 300 colleagues were engaged at events at Tally Ho and Lloyd House. Police Mutual also send WMP "Money talks" monthly wellbeing guides, these are circulated through the local wellbeing leads, and on the Force notice board.

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. Meaning that our lowest paid staff have a salary of £22,671 pro rata (£11.75 per hour). Increasing in April 2024 to £23,556 pro rata, equivalent to £12.21 per hour.

45. Our cost-of-living portal is regularly updated, signposting the benefits and savings available through our employee benefits package as well as discounts, schemes, and initiatives available more widely. The force has extended this to include monthly cost of living blogs, based on topical issues.

46. Vivup's rewards and benefits platform enables colleagues to buy white goods, larger appliances, and other products directly from their salary monthly. This offer is being carefully

balanced with our moral responsibility not to encourage unnecessary spending and financial commitments. Vivup also launched their own cost of living portal, "Ask Bill" where colleagues can access several different national and local grants in their areas along with helpful advice on how to tackle the energy crisis, and access foodbanks for example.

47. The West Midlands police Benevolent Fund Charity has supported its members who find themselves in hardship and need with over £25,000 worth of grants and interest free loans this year. It continues to support serving and retired police officers and staff with wellbeing, physio and mental health counselling providing over £50,000 of funding. Last year saw an 8% increase in membership.

Staff Survey

48. The last Force wide survey took place in October 2022. The participation rate was 34.3% which was 10% lower than the 2020 survey. 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.

49. 2022 action plans are being tracked across the Force, with major organisational changes driving improvements in key areas such as Leadership, Communications and Culture.

50. The next Force wide survey is planned for May 2024. This has been scheduled to coincide with the one-year anniversary of the launch of the new operating model. This will allow the force to measure the effect of the changes since April 2023, across all departments, sites and roles.

Assaults

51. The Wellbeing team are made aware of officers and staff in need of support after being assaulted through the TRiM service. The TRiM process allocates practitioners to the colleague or team involved. For longer term support, we signpost into Occupational Health for specific trauma clinics, or Police Care UK for support outside the organisation and for members of family who also might have been affected by the impact of the assault. 1-2-1 support is also available 24/7 through Vivup, and through the Wellbeing Manager if required. For physical impact and recovery of assaults, paying members can access the Police Treatment Centres for intensive therapy over a two-week period.

52. Op Hampshire is the force response to ensure all staff and officer welfare needs are met. This includes analysis work carried out hot spot locations for assaults. This helps safeguard officer wellbeing by reducing the chances of them being assaulted where possible. High frequency teams that are victims of assaults repeatedly are also tracked and used to inform future resourcing.

53. WMP are becoming a more trauma-aware organisation, driven by the objectives and accountability of the Senior Leaders Trauma-Aware Board. The College of Policing have included trauma awareness on their priority list and along with the NPCC, and have adopted the Office for Health, Inequalities and Disparities (OHID) definition. The Violence Reduction Partnership (VRP) were represented at a recent Trauma Aware CPD event in Preston, presenting on the work in custody and the police process for strategic oversight through the board. This included presenting on the changes in custody, such as the artwork/clocks,

distraction packs access and the background work on the PIC access to 'toughbooks' (tablets with diversion content)

54. The local Violence Reduction Partnership (VRP) delivery team continue to work in local places with partner agencies and communities to co-ordinate violence prevention activity. They play a key role in disruption planning meetings and consequence management meetings, providing access and signposting to support services to stop the transmission of violence following incidents of serious violence.

55. Relationships with education settings continue to improve and extend across the region which has supported the promotion and delivery of the VRP primary prevention offer. During quarter 1 (2023/24), over 50 education settings were either offered training or were supported following an incident of serious violence. The primary prevention offer which focuses on school-based interventions, has continued to build momentum and traction with colleges and universities. This extends our reach to teaching staff/professionals and builds knowledge and capacity in the system, supporting our priority of creating a trauma informed workforce across the region and reaches approximately 2,000 children and professionals every month. The training provides an awareness around violence and exploitation and the students learn about personal safety, grooming and the importance of making good choices

Wellbeing

56. WMP understands what factors have positive and negative effects on its workforce's wellbeing, as well as any related stress, in all areas of business. It uses this understanding to inform resourcing decisions and aims to strike a balance between operational needs and looking after its people.

57. WMP recognises that within certain areas of business there are higher levels of work-related stress and psychological vulnerabilities due to demand, resource, and trauma exposure. High risk roles such as child abuse investigators and RASSO teams, are part of a focused approach where we work with senior leaders to establish an enhanced localised wellbeing offer.

58. WMP uses monthly data from the EAP to establish what and where support is accessed, the themes of this are fed back and discussed at performance reviews. We work closely with HRBP's to review the absence trends relating to psychological disorders and provide early interventions where needed.

59. WMP is heavily steered by the Blue Light Framework, and the national research conducted by the College of Policing. The National Wellbeing Survey conducted an independent survey with the Policing Research Unit at Durham University concluding in July 2023, this is now the largest independent study in policing. With over 42,000 responses, this survey now stands as the most extensive independent analysis of workplace health in the policing sector. There were responses from 23,616 police officers (of all ranks), 16,183 police staff (of all grades) 1,553 PCSOs, 205 special constables and 100 volunteers.

60. West Midlands Police conduct regular reviews of the wellbeing strategy, both through Oscar Kilo and internal governance. We have recently conducted the Oscar Kilo peer assessment; using the results to inform an action plan based on the review. From the first assessment completed 2 years ago, we can see a significant improvement on key areas such

as trauma support and absence management having scored 70% in the category of 'fully developed' areas, and 0% in 'under-developed' areas.

61. WMP has recently implemented the stress risk assessments in piloted areas, which enables line managers to signpost staff for support with stress, anxiety and other common Mental Health issues disclosed in the workplace. For those colleagues that are more likely to be exposed to trauma in their day-to-day duties, we now offer proactive psychological screening to monitor their welfare on an annual basis.

62. As well as using TRiM, WMP is using Defusion and Demobilisation (187 referrals to date). All resources are available for colleagues through the wellbeing portal and the newly launched Go-to Guides. WMP also jointly leads on a National Wellbeing Group, where we discuss wellbeing issues from other Forces and share ideas and initiatives.

63. The force understands the specific challenges faced by new recruits. It makes sure that their wellbeing and development needs are prioritised and monitored by effective and supportive supervisors and tutors.

64. The Student Officer Operational Delivery Board is attended by practitioners and stakeholders in the Student Officer programme, this board seeks to focus on issue that students may face. Student officers have a dedicated welfare officer, who will handle all concerns throughout their initial training period. This is complemented by experienced tutors and line managers during their dependent period.

65. All supervisors of student officers have access to a student support portal which details everything they need to know about the student officer pathways, including advice and support available through our dedicated Student Support Team in L&D. Every cohort of new recruits also appoint a Student Rep, for whom we host regular forums. These forums help to grow and amplify the voice of the student, we record wellbeing concerns raised and feedback updates and trending concerns to all reps across the Force. There are two routes for students to report concerns online, every department has an 'Ask the Boss' forum and the L&D forum is monitored three times a week for questions relating to wellbeing.

66. Instigated in October 2022, there is a new Report and Support portal available on the intranet, to allow students to report independently and confidentially if they wish on matters that impact them such as health and safety; this enables advice & support at the earliest opportunity. Both avenues are regularly utilised by students.

67. WMP has also implemented national interventions, such as Peer Support, and an OK9 network of wellbeing dogs to support the Peer Support function. The 24/7 accessible wellbeing portal has been redesigned, this features all the different strands of wellbeing (financial, emotional, trauma support, pension, menopause, self-help toolkits and webinars) that staff can download resources from,

68. Training is available for supervisors on suicide awareness and other subjects. The monthly Passport to Management courses for newly promoted supervisors covers Wellbeing and sickness management amongst other areas. We also provide bespoke training through our EAP such as group clinical supervision. Mindfulness courses, personal resilience programmes and a more clinical approach for trauma through OH are also available.

69. WMP have also recognised the need for a more tailored approach for those colleagues under a PSD investigation and have launched a cohort of Welfare Liaison Officers to act as wellbeing SPOCs for those who opt for somebody impartial to help them with their welfare.

70. Also available are local support groups for cancer and neuro-diverse conditions, the free flu jab scheme, long covid, and LPA people/governance boards to help ensure there is regular updates from staff fed into SLT's to help the wellbeing of their teams.

Training and Development

71. Mandatory training is a key focus at WMP, each staff member can access both their training records and their enrolments of booked training via the My Learning functionality. This supports individuals to have ownership and access to their own learning.

72. All supervisors also have access to the Qlik Skills and Training App, which provides an interactive dashboard that enables managers to understand and manage skills within their department/team. Supervisors have up to date information readily available on skills and training and the ability to self-serve data on skills and training to support local activity and decisions. There are several features included within the app but some of the highlights are:

- Skills overview of the number of active skills and the number of individuals holding those skills within a business area
- The ability to search in relation to a particular skill
- Adding filters to interrogate the data in several ways
- Knowing who is trained, but also who has expired in a skill in the last 90 days
- Knowing who is due to expire in a skill in the next 30 days
- Knowing who is due to expire in a skill between the next 30 and 90 days
- Non-attendance data for failing to attend booked training, highlighting departments, courses and individual's detail

73. The new Public and Personal Safety Training (PPST) approach involving increased Scenario Based Training will more closely monitor and define staff training allowing L&D trainers to highlight personal training requirements and areas for reflection to staff. This will be recorded in their Course Record Book (CRB) that would assist with any bespoke training plans when appropriate. The de-coupling of First Aid training will allow staff to track their training requirements and ensure that it is easier to understand the refresher dates of their mandatory training authorities.

74. In addition, mandated and critical learning is managed via the Commissioning Governance Board, where certain learning is launched and deemed as critical which supports additional activities and monitoring to support the completion of learning for a given target audience.

75. The success of the Redefining our Learning project brought new skills and capacity into L&D to modernise the way we design and deliver learning. We have most recently brought these skills into the new PCER entry route "PCEP", which is the College of Policing's latest optimised entry route into policing. Our team have led the design of the timetable on a national level, and we are one of the first two forces to go through the quality assurance process to obtain the license to deliver, receiving exceptional feedback from the College of Policing for our approach to Student Officer support, governance and quality, amongst other areas of strength. We will be the first force nationally to delivery PCEP in January 2024.

76. A new Apprenticeships Manager joined our team in June 2023 and is leading WMP through our application to become an Apprenticeships Employer Provider. We intend to deliver our own Call Handling Apprenticeship by spring 2024, should our application be successful.

77 The Commissioning Governance Board and Service Improvement meetings within L&D support a range of current in focus activities. These have included the driving of trainer standards and work to ensure all trainers are meeting the College of Policing expected Trainer Standard. Work to upskill all trainers is in flight to maximise opportunities to professionalise trainer skills. This is also supported with a pilot cohort offering a trainer qualification to support with enhanced skills. This work has also seen a renewed minimum standard of lesson templates for face to face and blended learning driving quality across L&D.

78. A full evaluation strategy review has taken place which now incorporates evaluation dashboards at trainer, supervisor and SLT level with supporting activities to use the data insights provided to drive curriculum and trainer improvements.

79. Leadership is currently under review with a key priority to scope and devise an implementation plan for Sgts and Inspectors to support with their technical and operational skills and capabilities. This will be aimed at not only newly promoted but also the legacy of existing officers in these roles that need such support.

80. This will then be further supported with taking existing in house offer and mapping it to College of Policing First Line leaders and Middle Line Leaders programmes to ensure that WMP has a fit for purpose leadership offer that is aligned to the leadership standards set by the College. This work has just commenced but will have deliverables within the early part of 2024.

Performance management

81. At WMP the annual performance review is mandated for all officers and staff. The annual review is comprised of a formal conversation between manager and team member where performance, objectives, development and training are discussed. The details of the conversation are recorded on Oracle, our new performance tool introduced in February 2023. As part of the year-end process any training needs are recorded. In the 2022/23 performance year 84% of eligible colleagues completed and recorded an annual review.

82. All officers are required to have an annual review to receive pay increments under new Pay Progression Standards introduced into police regulations in April 2023 (Reg 24 Annex F amendments).

83. WMP have introduced performance ratings as part of annual reviews. The ratings are in place to identify all levels of performance including under-performance. The performance ratings are recorded as part of the annual review. Managers are required

to submit provisional ratings prior to the annual review for departmental moderation. The moderation ensures the fairness and consistency of ratings.

84. The ratings model is based on a four-point scale, using only vocabulary-based feedback and not a numerical number. The ratings levels are "immediate action", "some concerns", "right on track" and "above and beyond". The ratings consider both performance against role expectations and objectives as well as behaviours in line with the force values. Since its introduction in 2022, the ratings have supported managers to both identify and manage underperformance in their teams as well as identify those who have performed at the highest level.

85. The annual review is combined with a process for regular conversations between managers and their team members known as WMP Conversations. This approach enables managers to identify and manage underperformance as well a support those performing to a high level

86. In February 2023 the force switched on (the functionality was previously procured as part of the Fusion system) a system to support performance management in Oracle HCM Cloud, the state-of-the-art system provides agile performance management tools that support ongoing performance management and career development.

87. The performance ratings are now used as part of the promotions process ensuring that only those performing at "right on track" or "above and beyond" level in their current rank are eligible for promotion. In addition to this the promotions processes are based on Operational ability and the Competency and Values Framework (CVF) which assesses the competence of individuals at pre-interview sift and as part of the interview process.

88. Poor performance is formally managed for staff and officers with the capability and UPP policies. Police staff poor-performance is managed under the Capability policy, which mirrors the UPP process laid down in the Police (Performance) Regulations 2020 for officers. This process includes a staged approach for trying to improve performance against specific objectives in a development plan to allow the employee/officer to achieve the required standards to meet the minimum performance expectations for their role.

89. In addition to the capability and UPP process there is a police staff Probationary Policy which deals with staff performance in the first 6-12 months of employment.

90. Student Officer poor performance is dealt with under the Regulation 12 and 13 Probation (Police Officer) policy which lays down a staged approach to managing student officer under performance during their probationary period.

Talent management

91. All talent processes are overseen by a Strategic Talent Board which was initiated in 2023 and provides a strategic forum for governance of talent from demand, attraction, identification and development. Chaired by the Head of HR and AD for Workforce and Resourcing, the board is attended by leads from talent, workforce planning, recruitment, leadership development as well as senior operational colleagues.

92. The force is currently introducing a new process called Stategic Talent Planning (STP) to bring together various aspects of talent management including, workforce analytics, talent mapping and succession planning. This process is currently in a pilot phase and will be introduced to the force in a phased approach during 2024 and beyond.

93. The STP process will enable the forecasting of talent trends as well as identification and development of successors into critical roles. Additionally, the process will address risks identified and ensure healthy and diverse pipelines for senior and critical roles for both staff and officers.

94. The talent mapping process is supported by Oracle software, introduced in February 2023, to support talent mapping via a 9-box grid as well as the recording of succession plans for critical roles.

Change Programme

95. The WMP Change Programme has continued to develop following the design implementation of the new Force operating model in April 2023. As WMP has transitioned to new ways of working and in line with the Strategic direction of the force, the Change Programme and its overarching governance has focussed on improving, innovating and collaborating across the organisation to drive forward activity in order to deliver a service for local people, engage our communities and be an employer of choice.

96. The Programme is comprised of a wide range of multi-level and multi-speed change activity, ranging from large-scale and complex projects to agile support and improvement initiatives. This blended approach to delivery supports the WMP aspirations of continually finding better ways to be innovative, efficient and effective, enabling the Force to improve the way it operates now and into the future to achieve long term benefits.

97. The following workstreams are specifically focussed on the delivery of new technology and how they will support organisational improvement, efficiency and ultimately the service we provide to the communities of the West Midlands:

98. Axon – This project is in progress to review the system, processes, associated benefits and governance of the Digital Evidence Store (DES). This review will then scope future enhancements and additional functionality, enabling the future proofing of the system and optimising interactions with the public and partners and improved gathering of evidence and

retention. The roll out of the latest generation of Body Worn Video Cameras is also part of the scope of the project.

The key areas of the project include:

1) Axon AB4 Body Worn Video: The roll out of the latest generation of Body Worn Video Cameras is also part of the scope of the project and this latest generation camera is currently on operational trial with Firearms and Force Response. It delivers higher resolution video and a greater field of view than its predecessor. It also allows two-way communication with the wearer whilst being live streamed. Due to be rolled out spring 2024. Expected benefits include enhanced live time decision making and better evidential opportunities.

2) Axon Air: This is the capability to live stream footage from Force drone assets. The project team have successfully streamed video from drones under controlled conditions with trials expecting to complete in January 2024. Benefits are expected to include enhanced decision making and deployment of assets to best effect in real time.

3) Axon CCTV Stitching, Redaction and AI Transcript: Whilst these are three separate Axon enhancements, they are expected to work in conjunction with each other. Stitching and redaction are aimed at media editing at CoP level one standard allowing officers dealing with volume crime to self-serve. This will reduce demand on the LPA based Digital Media Suites allowing them to concentrate on delivering an enhanced media editing service at CoP levels two and three. AI Transcription will reduce waiting time and reliance on Audio Typists. These three functions have been tested in a test environment and will be subject to roll out recommendations at the next DES Governance Board.

4) Axon Community Request 1 to 1 and Public Portal: Community Request 1 to 1 allows investigators to send an identified witness a link which allows them to upload digital evidence such as dash cam or door-bell footage, CCTV etc. This is already in use, with c92k requests being sent in the last 12 months saving 92k journeys and associated officer time to collect such evidence.

99. ControlWorks

Phase 3 of the ControlWorks project is seeking to introduce functionality which will help drive forward the benefits of the system including;

1) The opportunity both technically and culturally to design and implement an Auto-Dispatch functionality. This will provide greater opportunities to local commanders in delivering a more flexible approach to resourcing while driving a more localised policing model. The functionality will deliver efficiencies and performance improvement through reducing the time to resource and dispatch P2 incidents through automated allocation enabling dispatchers to focus on P1 incidents. This should in turn result in an increase in effective incident management and the capacity to THRIVE and re THRIVE incidents more effectively.

2) The implementation of GoodSAM software to support Initial Investigations and the Vulnerability Hub. GoodSAM will provide an alternative approach to the management of incidents through the use of Rapid Video Response and live streaming which is currently being used successfully on the Domestic Abuse desk. The benefits of the use of the video conferencing facility within GoodSAM in the Domestic Abuse desk show there is an improvement in the attrition rate with victims in their engagement with us. Feedback has been positive with victims increasingly happy to allow video conferencing when reporting incidents of a domestic nature.

3) The integration of Body Worn Video and CCTV into ControlWorks enabling investigating officers access to footage of the incident through the log, improving efficiency of process and access to information.

100. Digital Public Contact Desk

WMP are due to trial a 'Digital Public Contact Desk' concept early in the new year. This capability within Force Contact will bring together management and response to LiveChat, Bob-E, Contact Us emails and a new Social Media Management Platform providing an additional contact channel choice which may be more appropriate for members of the public. The trial will inform future operating procedures, analyse the impact on the current Force Contact model and recommend ways forward. It will improve the management of social media demand between Force Contact and Corporate Communications but ultimately provide a better service to the public, improving citizen satisfaction and building trust and confidence in our response to calls for service.

101. Duty Management System (DMS)
The project is looking to improve the efficiency and usability of the DMS My Time system so that officers and staff in WMP are able to better use the system improving the efficiency and effectiveness across the force. The DMS My Time project has identified five workstreams to improve and maximise the current system;
- Workstream 1 My Time performance - Improve performance and resilience of the system through transition to a new environment
- Workstream 2 Upgrade of the DMS system - Explore and develop work to upgrade the version of DMS My Time with the supplier
- Workstream 3 - Data Quality Improvement - Exploring & understanding data issues within DMS My Time and integrated systems to improve accuracy and data quality
- Workstream 4 - Reporting requirements - Improve the current reporting offer and options available to the organisation
- Workstream 5 - Review and explore options to implement functionality that was not originally implemented or has not operated as planned

101. Oracle Recruiting Cloud
Oracle Recruiting Cloud (ORC) implemented in November 2023 is a single end-to-end solution for all officer and police staff recruitment replacing WMP's previous legacy system known as Taleo. This solution helps to modernise the way in which WMP delivers recruitment and brings efficiencies through a single suite of onboarding functions such as employee self-service (interview scheduling); automated workflows; real-time reporting and the adoption of cloud capabilities. The benefits of moving to ORC aim to improve the user experience for candidates through an integrated and intuitive platform, improving the overall journey for candidates while providing a modern platform for a fast and effective hiring process.

102. Performance Data Improvement
This project will look to improve the way WMP maximise the value of digital solutions and data while helping guide the delivery of new analytical advances. It will sit alongside other core enabling strategies to align with the Forces vision. The scope of the work required to clarify the current solution and deliver improvements will include as a minimum:
- Reviewing the technology that West Midlands Police should be using including the product our end users utilise (for example Qlik or Power BI)
- The user experience of our end users and their satisfaction levels
- Clarification of responsibility for processes and service level agreements
- The resources needed to deliver and maintain a solution that is fit for purpose
- A review of the "Data-Lab" to clarify the costs, benefits and opportunities and where best it sits within the organisation (reporting to and purpose)
- Understand procurement options including costs on an alternate end user product such as Power BI

103. Retrospective Facial Recognition

This project is delivering Retrospective facial recognition (RFR) capability, RFR compares an image of an individual, for example a crime suspect captured on CCTV, against a database of custody images on the Police National Database (PND), helping to identify the identity of subjects and suspects. The current phase of the project will deliver efficiencies through a streamlined workflow to assist both officers requesting RFR services, and i24 who provide this service.

104. Single Online Home
WMP is moving to the National Single Online Home (SOH) platform from the current Digital Experience for Citizens (DEC) which is not considered a sustainable long-term option without further significant investment to continue to improve its content, integrate with other core policing systems and maintain a local standalone capability. Additionally, DEC's "Content Management" system is end of life and needs to be re-written requiring IT&D resource to deliver this.

The benefits of transitioning to the national system include:
- National design/Use-cases all benefit -
- Viable Cloud Based Platform
- Content management – Reduces demand on force comms/contact
- No technical debt - National system.
- Uplift capability (Skills) - No complicated local programming skills required to maintain
- Leveraging national capability - tangible benefits through further integration.
- More forms – more forms available than DEC that are already being used
- Resilient and support – national arrangement for providing 24/7 technical support
- Citizen Portal – this is on the roadmap for 23-24 which will offer two way engagement
- Cost avoidance - avoids the requirement for internal resources and associated costs.

105. Speed Enforcement
This Project is delivering new technology to improve how the force prevents re-offending by an Online Course Booking & Management System, enabling WMP to create its own in-house function to manage and deliver driver education courses, improving driver knowledge and behaviour to reduce speeding re-offending.
The project will also implement 'TruCAM' cameras in the mobile camera vans and increase fleet numbers, this new technology will improve speed enforcement and reduce overheads.

106. TASER
Work is in progress to replace the Force's current X2 Taser capability as it comes towards the end of its operational lifespan. In line with NPCC-directed CED STRA (Conductive Energy Device Strategic Threat and Risk Assessment), the Force has identified the Taser 10 or simply T10, the latest model of Taser from Axon as a suitable replacement for the X2. The T10 is currently undergoing UK trials for Home Office approval for use in UK Policing, with this expected to be granted in late Summer / Autumn 2024.
The T10 offers greater safety for officers due to its maximum and effective range compared to the range of the current X2, it is more effective through the firing of 10 probes for greater accuracy and improves efficiency through its advanced device technology, removing the need to download data and device information every eight weeks.

107. Workforce Management System
WMP are progressing the implementation of a new Workforce Management System for Force Contact. This system will bring together call volume forecasting, resource management and performance reporting while integrating with the current Force Duty Management System to improve data accuracy.

This new system will ultimately improve efficiency, reduce overtime spend and through a single system improve data quality and service delivery, while effective and accurate processing of staff related activity aims to increase employee satisfaction.

108. Plans for Future Changes to WMP
The Change Programme is comprised of activity commissioned through WMP governance and is aligned to the strategic direction and objectives of WMP. The delivery of the new Local Policing Operating Model in April 23 established a new Organisational Blueprint which outlines the structures and capabilities required of WMP to meet it's vision and ambition. Any change activity which would result in the evolution of this blueprint would be approved and assessed prior to commissioning to ensure that it's outputs and outcomes are aligned appropriately.

109. Interdependencies with National IT Programmes
WMP IT&D manage the national programmes and projects on behalf of WMP via two specific methods, this is to ensure our technical stake in those projects is understood and capabilities/timelines are managed with the national programme/project (before they gain momentum);
1. Architect Portfolios: Each architect within IT&D is allocated a national portfolio to provide technical oversight to National and internal stakeholders.

2. NPTC Representation: WMP Representation on the National Police Technology Council which has visibility of national programmes/projects.

Alongside this, we directly undertake horizon scanning activity within Change & Delivery to remain sighted on national projects and programmes, both underway and upcoming/newly commissioned, further ensuring we're effectively managing any interdependencies with these national initiatives.

110. Change Programme Benefits
Following the inception of the Strategy, Delivery and Assurance (SDA) department in September 2022 the delivery of identification, realisation and tracking of benefits has been managed across the Change and Delivery and Performance and Assurance functions. The introduction of the new Force operating model in April 2023 has resulted in a review and assessment of project benefits agreed prior to its design and delivery, this assessment and a review into the Benefits management process will ultimately create a single end to end process for business leads to use for change initiatives being managed outside of SDA.
A new central Benefits log has been created within SDA with a refresh to our benefits guidance to follow before finalising the strategy and documentation early in the new year.

The 'Our Data' programme is made up of the following projects
• Connect
• Data Driven Insight (DDI)
• Ingestion of data

Over the life of the programme we have delivered
• Connect Go Live in April 2021 with the main office functionality
• 11 systems replaced by single connect system delivered decommissioning benefits some of which are still to be delivered.
• Ingestion of prioritised systems into DDI
• Delivery of 3 elements of DDI; Insight Search, Business Insights & the Insight data lab.

There were some adjustments to the benefits originally planned as projects progressed and changes were made to the required scope. For example, after Connect was implemented in 2021 benefits were later reviewed following a decision to not implement Connect Go. We now expect the final tranche of benefits relating to the Connect project to be delivered over the remaining lifetime of the contract, all other benefits have been delivered. These benefits are measured in each part of the business and reported through programme governance.

111. Financial implications

The specific budget pressures placed on the force with regards to Uplift forms part of the overall budget pressures detailed in the Medium-Term Financial Plan. The Uplift funding has been made up of a ringfenced element as well as an overall increases in core grant in later years. The increase in core grant has been provided to cover both Uplift as well as the wider budget pressures, including pay wards and non-pay inflationary increases.

In order to benefit from the ringfenced uplift grant there is a requirement to maintain police officer numbers, for the force this is a headcount of 8009. This therefore restricts workforce mix opportunities and furthermore restricts budgetary flexibility, where 67% of the force budget relates to police officer pay.

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