

West Midlands Police

Force Management Statement

2018

Preventing crime, protecting the public and helping those in need

www.west-midlands.police.uk





Force Management Statement

2018

Executive Summary

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West Midlands Police

**Force
Management
Statement**

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Executive Summary



Executive Summary

The West Midlands is an incredibly diverse region, housing a large array of cultures, nationalities and religions. With this diversity comes complexity and challenge that West Midlands Police (WMP) must address and overcome to deliver a quality service to the public.

The seven local authorities within the force are home to some of the most deprived communities within the country. Over 46% of the population live in the top 20% deprived areas in the country, the highest of any county. The intrinsic link between high levels of poverty and high crime rates has a significant impact on WMP's demand. The situation is exacerbated as the region currently faces some of the highest levels of unemployment, coupled with the lowest educational attainment in England and Wales. The West Midlands is home to the highest proportion of under 25s in any UK county (Birmingham has the youngest population in Europe). This is an age group most susceptible to being victims and perpetrators of crime, therefore it is important for WMP to identify new ways to engage that span generational barriers, in order to build community resilience and trust for generations to come.

Population levels within the force area have continued to grow at a fast pace. Between 2016 and 2021 the under 25 and 25 to 66 age groups will increase at the 7th and 6th fastest level in the country. 8% of the overall rise of under 25s in the England and Wales population next year will be in the West Midlands. This population is ethnically diverse with 35% of the population from BAME communities; the highest outside London.

Over the next few years the West Midlands will also become home to several unique endeavours that will require a bespoke, combined approach from WMP and partners to ensure that they are embedded

successfully and any demand generated managed appropriately. The construction and development of HS2, commencing 2019, will shape the local environment and economy. In conjunction with the disruption stemming from the actual construction, it will likely require additional WMP resources throughout the duration of the project.

In 2021, Coventry will be heralded as the UK's City of Culture. This will impact upon the city, and the wider region as a whole, with an influx of tourism and a continuous programme of events that will span the duration.

Additionally, the region will host the Commonwealth Games in 2022. Whilst large crowds and public events will be a challenge from a counter-terrorism policing perspective, the investment that the games will receive will be a boom to the regional economy as a whole. The construction of a dedicated athletes' village will be utilised after the games have concluded in the form of social and affordable housing. In preparation for this anticipated regional change and development, WMP is currently in the advanced stages of a five year change and restructuring process to ensure that it has fit for purpose and relevant capabilities. This process has taken the form of the 2020 project, which was conceived in 2014 and is underpinned by an Innovation and Integration Partner (IIP) contract with global company Accenture.

In the wake of austerity since 2010, WMP has managed to achieve over £120 million of efficiencies across the organisation. By 2014 it was clear that a change in approach and organisation was required to deliver efficient service. Through partnership with Accenture, the WMP2020 Programme of Work was born, with a view to define and deliver the future vision of policing in the West Midlands by 2020.

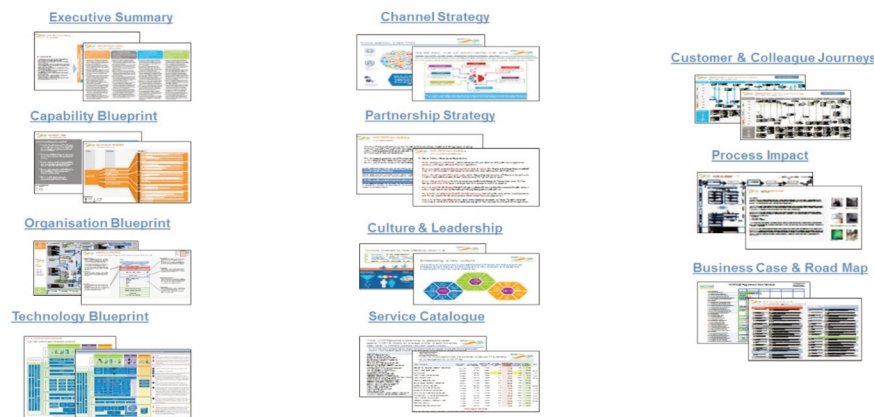


The WMP 2020 programme set out a Target Operating Model (TOM) for the force which would allow WMP to meet predicted demand with a reduced staff and cost base. This design and detailed analysis took place over a 6-9 month period and involved thousands of police officers, staff, partners and the public engaged through workshops, surveys, victim call backs and partnership events to create the force's vision for the future.

The TOM work delivered a highly detailed Blueprint in response to WMP's drivers for change and is based on four main operational pillars:

1. **Geared to prevent harm** – we prevent crime and offending before people can be harmed.
2. **Prepared to respond at pace** – we need to adopt a more agile, mobile and effective response to problems in our communities.
3. **Ready to learn and adapt** – we will become a more active, innovative and learning organisation.
4. **Designed to listen and reassure** – we will adopt a new approach to working with the public, partners and with each other.

The layers of detail within the Blueprint include the definition of the force's future capabilities, processes, organisation, technology, service catalogues, culture and leadership ambition, partnership and channel management approaches.



The Modular components of the WMP2020 Blueprint

A detailed and costed programme of work was designed within a tightly controlled affordability model within which investments and subsequent benefit delivery would be managed. The plan included an initial investment of circa £45 million of reserves with the aim to achieve the efficiencies and benefits needed to make WMP financially sustainable beyond 2020.

The programme of work was designed to deliver in a phased approach. The first phase towards achieving the WMP2020 vision was the implementation of a series of strategic and operationally interdependent changes called Transition State 1 (TS1).

This first phase involved huge levels of organisational and process restructuring alongside the delivery of some key pieces of technology such as mobile devices, new ways of working and changes to the force estate with the aim to lay the foundations, think differently and organise the force in a more functional structure.

First Phase: Getting Set: Thinking Differently, Laying Foundations			
<p>✓ Force Contact: 101 and 999 call handling functions merged to form an Omni-competent resilience workforce, in 3 rationalised contact centre</p> <p>TS1</p>	<p>✓ Next Generation Neighbourhood Policing: A completely new Neighbourhood Policing model with significant uplift in Connect and Build capabilities, with local communities</p> <p>TS1</p>	<p>✓ Redesigning Response: the merger of multiple local teams into a single, more efficient and dedicated borderless Response functions</p> <p>TS1</p>	<p>✓ Mission and Force Support: New Centre for Tasking & Coordination, and a Central Force Support function, to support Force priorities & free up Response officers for responding</p> <p>TS1</p>
<p>✓ Investigation: a new model with a clustered approach for greater resilience & efficiency, delivering new ways of handling Initial Investigations, prisoner handling & locating vulnerable missing people</p> <p>TS1</p>	<p>✓ Intelligence: A completely reshaped Intelligence structure, with an uplift in functionality and a 24/7 real time intelligence capability & Force Intelligence Bureau</p> <p>TS1</p>	<p>✓ Thrive +: All officers and staff are now using the THRIVE + risk assessment tool, to inform decision making, including a new grading framework to send the appropriate resource to calls for service</p> <p>TS1</p>	<p>✓ Integrated Offender Management: creation of a dedicated corporate approach, to further improve on our proven ability to prevent re-offending & transform people lives</p> <p>TS1</p>
<p>✓ Body Worn Video: Selection and rollout of body worn video, improving safety, securing more convictions and reducing community complaints.</p> <p>TS1</p>	<p>✓ Mobility: The selection and rollout of mobile devices and custom built applications to give our officers the data and intelligence needed to become more effective</p> <p>TS1</p>	<p>✓ Active Citizens: develop new ways of building stronger & more informed communities, to share information and prevent crime together. WIMlow engagement tool designed, built and implemented</p> <p>TS1</p>	<p>✓ New ways of working: The delivery of a refurbished HQ and new Police station. The introduction of new agility tools, to increase building capability & staff efficiency</p> <p>TS1</p>
<p>✓ Digital Interview Recording: implementation of new equipment for the recording & storage of interviews with suspects replacing storage of obsolete tapes</p> <p>TS1</p>	<p>✓ Digital Experience for Citizens: The design and build of a new and completely new set of digital services for the public, meeting the growing demand to access a range of services online</p> <p>TS1</p>	<p>✓ Next Generation of enabling Services: will change the way force departments like finance and HR operate. The adoption of new technology & smarter systems will be more efficient and cost effective</p> <p>TS1</p>	<p>✓ Modernising Custody: Two state of the art custody blocks and police buildings, improving the safety and security of Custody, reducing running costs & providing capital receipts</p> <p>TS1</p>

A Selection of the component projects, functions and capabilities delivered at Transition State 1

This first phase of change was delivered with a bulk of the functional organisational changes taking place in November 2016 with ongoing delivery through 2017.



In 2017 for example, a new Oracle Cloud system and portal was implemented into the back office functions of WMP which brought with it process efficiencies, an enhanced service to the frontline and a reduced staff headcount.

In addition a brand new People and Organisational Development Department was created to underpin the 'People Deal' and enhance the leadership capabilities of the force to better support its ongoing effectiveness.

On top of the outcomes achieved for citizens and staff, the programme has realised (at the end of FY17/18) the following FTE, time and cashable savings:



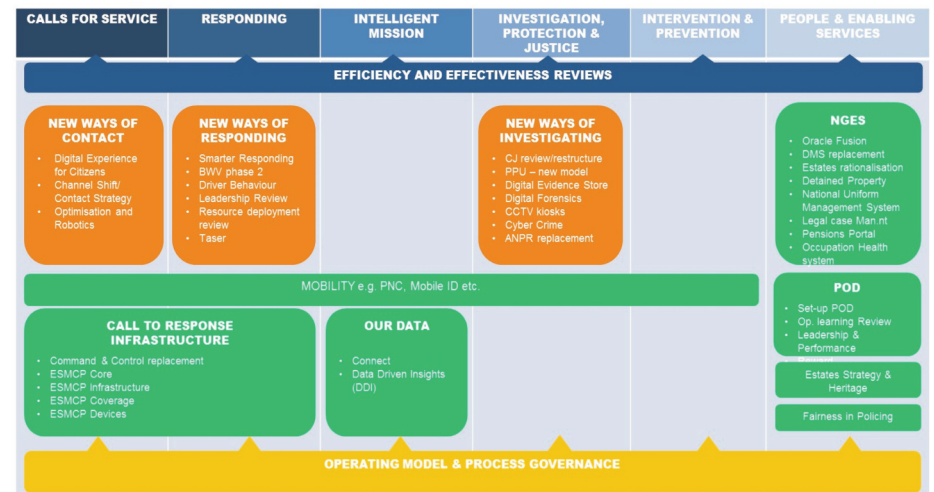
The next phase of the programme of work was designed in 2017 after a refresh of the Blueprint to ensure the programme remained aligned to the strategic direction of the force. This next stage aimed to build on the foundations of the first phase and is heavily focussed around the way WMP operates and the delivery of significant strategic technical changes. These include the replacement of eleven systems which support front line policing with a single integrated 'Connect' operational policing system.

The innovative Data Driven Insight (DDI) project is also leading the national agenda in terms of data analytics. It will also deliver a single, cleansed and integrated data set which will provide an enterprise wide search capability directly into the hands of our front line officers on their mobile devices, transforming data access, intelligence and tools. This system will also provide deep insight and analytics creating the step change in how information drives our actions in line with our Blueprint ambition.

The force's old command and control system and duty management systems will also be replaced in 2019 with new and enhanced functionality.

Three 'New Ways of' programmes covering Force Contact, Response and Investigations are also in flight to deliver ongoing efficiencies, new capabilities and streamlined processes into the force's re-organised functional model such as Web Chat to drive digital channel shift, ongoing mobility capabilities, a connected Digital Evidence Store to streamline digital investigations and implementing an enhanced Digital Forensic, PPU and CJ model alongside many others initiatives.

WMP2020 PROGRAMME OF WORK – LIVE PROJECTS



Current WMP2020 Portfolio of Work

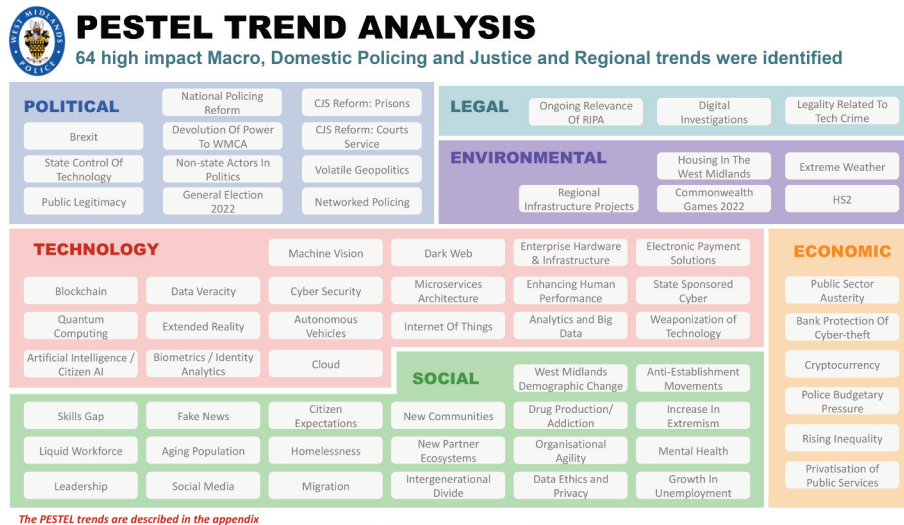
As the WMP2020 change programme continues to deliver, there is a need to understand the wider environment with a view to shaping the next phase of delivery. Change has never happened this fast before, and it will never be this slow again with increasing demand, ongoing austerity and the exponential growth in digital opportunities and threats. As such, greater understanding is required of the major trends and technologies likely to impact policing by 2025, and the opportunities and threats that these could generate for WMP.



In early 2018, a WMP2025 project commenced to highlight the trends that are most likely to impact policing by 2025, to consider the implications of those trends on WMP and define how to position WMP to achieve its goals in this environment. In considering these themes, analysis is being conducted to inform answers to the following questions:

1. What is the predicted future policing demand in 2025?
2. What capacity and capability will we need to deliver policing in 2025?
3. What future relationship do we want with partners?
4. What future relationship do we want with the communities of the West Midlands?
5. What are the key investment opportunities, particularly technological?

Over 60 major trends were identified as part of a political, environmental, social, technological, environmental and legal (PESTEL) analysis. These included macro trends, domestic policing and justice trends and regional trends

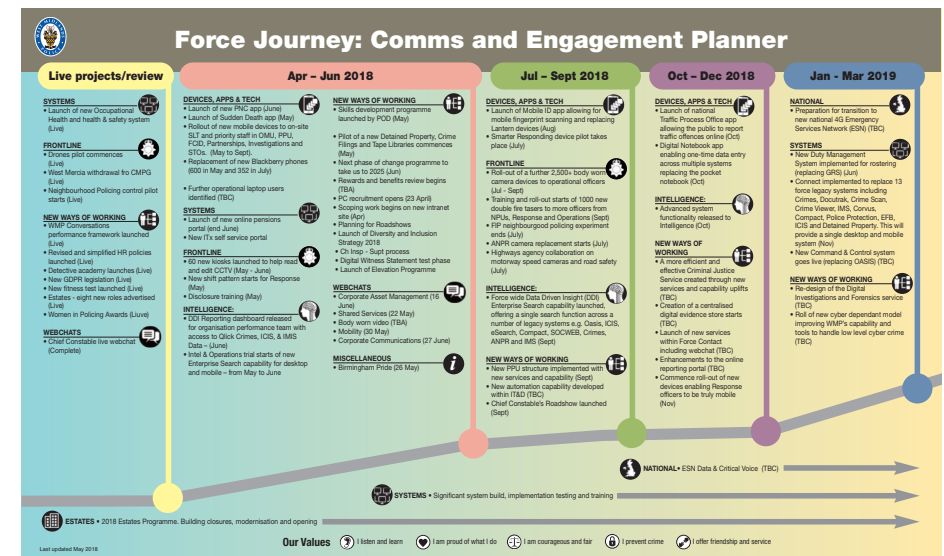


opportunities that might arise if the trends occur or collide were then documented. WMP's strengths and weaknesses in adapting to these identified threats and opportunities were then considered alongside current and planned capabilities, projects and partnerships.

Based on this SWOT (strengths, weaknesses, opportunities and threats) analysis, some potential initiatives that could better position WMP to adapt to this changing landscape were identified. These 55 'building blocks' were categorised according to their impact.

Phase 2 of the WMP2025 Project is still on-going and seeks to validate and prioritise the buildings blocks. Investment briefs for building blocks recommended for consideration will then be developed.

This work is due to be completed in July / August 2018 and, alongside the Force Management Statement, will inform decisions on whether more detailed business cases are required and which will be implemented in the force.



Change programme Journey Map for 2018 and beyond

Analysis of internal data was then undertaken to build an understanding of WMP's current position in relation to overall demand, capacity and capability, partnerships and community engagement. The threats and



Following on from all of the changes implemented so far, the force is currently operating under the following structure.



THRIVE +	1. Immediate	FORCE CONTACT CST 999 + 101 Lloyd House Public Contact Offices 999 + 101 West Brom				INTELLIGENCE STRATEGIC INTEL TACTICAL INTEL MISSION SUPPORT Operations Planning FIB 24/7 Real Time Incident Centre CTAC			
	2. Priority Response	Control Room (Western) Control Room (Eastern) Control Room (Birmingham)				OPERATIONS FORCE SUPPORT			
	3. Priority Investigation	FORCE RESPONSE OPERATIONS FORCE SUPPORT							
	4. Scheduled Investigation	PUBLIC PROTECTION UNIT							
	5. Initial Investigation	FORCE CID							
	6. Neighbourhood Resolution	Investigations hub (Western) WOLV NPU: Neighbourhood Teams, OCG & NH Taskforce, Partnership, LOMU DUDLEY NPU: Neighbourhood Teams, NH Taskforce, Partnership, LOMU SANDWELL NPU: Neighbourhood Teams, NH Taskforce, Partnership, LOMU		Investigations hub (Central) WALSALL NPU: Neighbourhood Teams, NH Taskforce, Partnership, LOMU BHAM W NPU: Neighbourhood Teams, OCG & NH Taskforce, Birmingham Partnerships, Local Offender Management Unit BHAM E NPU: Neighbourhood Teams, OCG & NH Taskforce		Investigations hub (Eastern) SOLIHULL NPU: Neighbourhood Teams, NH Taskforce, Partnership, LOMU COVENTRY NPU: Neighbourhood Teams, OCG & NH Taskforce, Partnership, LOMU			
	7. Support Incident	CORPORATE IOM Counter Terrorism Unit ROCU CMPG Professional Standards Department Forensics Criminal Justice Services							
	8. Internally Generated Task								
	9. Contact Resolution								

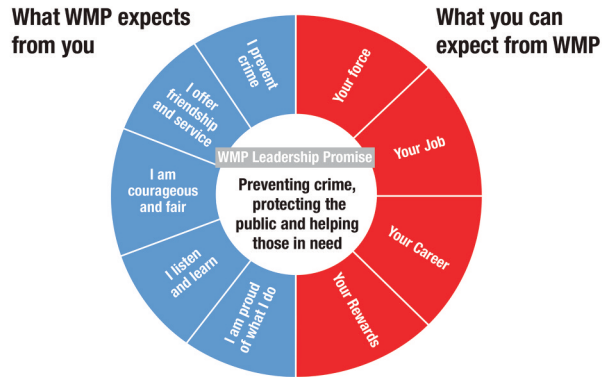
Running concurrently with these structural changes is our commitment to the force's vision, values and ambition. The force's vision statement is 'Preventing crime, protecting the public and helping those in need'. The force aims to continue to build legitimacy and trust while simultaneously taking a proactive approach to reducing crime, with specific recognition of our role in helping the most vulnerable through effective intervention.

The Force Ambition Plan sets out clearly how the force seeks to achieve its ambitions and support delivery of the Police and Crime Commissioner's Police and Crime Plan. It is made up of the following thematic areas:

- Protecting people from harm
- Building trust and confidence in our police
- Strengthening communities and growing the economy
- Making better use of our people and resources
- Tackling national and international threats

Each thematic has detailed objectives, setting out what WMP seeks to achieve by the end of 2020, aligning with the end of the WMP2020 Programme of Work.

Alongside the structural overhaul initiated by WMP2020 and its evolution into 2025, WMP has identified ways in which to improve the wellbeing of its workforce in order to help achieve these ambitions. The introduction of the People & Organisation Development (POD) function in 2017 (see Section 10: Force Wide Functions) has united, under a common banner, all areas of the organisation that focus on workforce. A key policy led by POD is the 'People Deal'; a fluid covenant between employees and the organisation. It outlines what WMP expects from its personnel and what people can expect, in return, from the organisation. This is illustrated in the chart below:



This covenant extends to those in management roles as described in the Leadership Promise, with individuals aiming to be champions in the workplace; creating an environment which supports, challenges and enables WMP officers and staff to be the best they can be in order to bring the vision and values to life. The Leadership Promise, as illustrated in the diagram below, was developed by a cross section of



employees and articulates staff expectations of leaders.

WMP have adopted the national Threat Harm Risk Investigation Vulnerability Engagement (THRIVE) framework across key functions. THRIVE+ guides decision-making for situations involving the most vulnerable people; the plus (+)

element highlighting the focus on intervention and prevention. It underpins all decision making in the force and encourages flexible and adaptable risk management, while empowering staff and officers at all levels to have confidence in the decisions that they make.

The Mission Support function in Force Intelligence, which coordinates tasking and allocation of force resources against 24/7 operational threats and risks, utilises a THRIVE+ Review Meeting (TRM) three times a day to decide on resource allocation and priorities at a tactical and strategic level. This meeting ensures that a robust mechanism is in place to rapidly assess any requests against current deployments and balances against the THRIVE+ assessment of the task.

Alongside THRIVE+, the force has also ensured that all decision-making processes are overseen by correct governance structures. Each member of the Force Executive Team (FET) leads a specific portfolio board and chairs thematic boards, all of which incorporate sub-groups for specific functions and themes. This oversight from the highest level ensures that there is no disconnect at any level of management in the continued delivery of force ambitions. Objectives within the Ambition Plan are defined within the PDR objectives of each executive team member and cascaded throughout the organisation's approach to performance management.

The Force Management Statement primarily covers the calendar year 2017 and all workforce data is taken as at 1 January 2018. West Midlands Police has graded each section of the Force Management Statement. These grades are:

Green: The force is confident in the asset state and expects it to match current and future demand with minimal change.

Amber: The force is confident in the asset state but expects challenges to meet current and / or future demand and will require more strategic action.

Red: The force has either concerns over the asset state, its ability to meet current and / or future demand or its ability to mitigate these challenges.



Section 1 – Responding to the Public - AMBER

West Midlands Police has a well-established set of capabilities to meet call demand and deliver a response tailored to an assessment based upon THRIVE+. The assets have received substantial investment. West Midlands Police call response is good and is sustainable. Calls are answered promptly and THRIVE+ assesses vulnerability well. High levels of first point resolution or call/online based resolution ensure a prompt service and avoids unnecessary attendance.

The force has a progressive programme to increase public contact channels to reduce voice dependency and increase automation, all of which will ensure rising demand is met or efficiencies are achieved. The demographics of West Midlands Police create very high levels of demand for service upon a force funded at a level below the national average. Demand can be expected to increase in acute calls for service, reflecting the demographics and the general reduction in protective and prevention services resultant from public sector budget reductions. Responding to the calls that require physical attendance is likely to be a significant challenge against future demand. The assets in this area have good capability. Significant investment is being made in welfare to ensure staff are in work and well and technology and equipment investments are increasing productivity. It remains challenging to ensure these improvements are matching demand and the levels of vulnerability the force deals with. This continues to require sophisticated risk management and may require a future review of the service level provided to the public.

Section 2 – Prevention and Deterrence - GREEN

Whilst West Midlands Police is experiencing an increase in demand in volume and acquisitive crime, as well as increased complexity in offences, substantial investment has been made in neighbourhood policing and across specialist functions in FCID to deliver prevention. Prevention is a strong feature of the West Midlands Police vision and the force has good capabilities and capacity in these areas.

Following training and a widespread communication plan featuring the case of ‘Craig’s Story’ a culture of thinking ‘Intervention and Prevention’ has been encouraged. This, when completely embedded, will see every interaction considered as an opportunity to identify the root cause and the right outcome to avert future offending or victimisation. The force has sustained and invested in dedicated neighbourhood policing teams trained to ‘connect and build’ with communities to address issues of greatest community concern.

Work focused upon adverse childhood experiences, the Violence Prevention Alliance and longer term problem solving with partner agencies means the force is well placed to achieve reductions in the medium to long term. The focus within diversion schemes to prevent re-offending has enabled more short term effects to be achieved. West Midlands Police has a strong evaluation approach, frequently working with universities to understand ‘what works’ to inform activity and investment. Furthermore, the force has recruited data analysts and established a data science lab enabling a ‘big data’ approach to provide insight into where and how greater impact can be achieved to reduce demand.



Section 3 – Investigations – AMBER

Investigative demand is increasing in both volume and complexity. The force has a high level of serious and complex crime. Some of the drivers for that demand are created by the unique demographic challenges in the West Midlands. Demand also reflects a more complex and digital evidential environment, improved identification of hidden crime and increased crime recording accuracy. That demand is being met by a smaller workforce resultant from budget reductions and a greater proportion of resources dedicated to vulnerability.

West Midlands Police has good investigation capabilities but there are clear challenges for the investigative functions of West Midlands Police. To meet these challenges the force has reshaped its investigation model utilising THRIVE+ assessment, an increased level of telephone based investigation and teams designed to address threat. A 'New Ways of Investigating' programme is improving capability, particularly in the digital evidence space. These changes will undoubtedly place West Midlands Police in a better position to deal with that demand however it will not provide enough capacity to ensure thorough investigation of all anticipated crimes.

The gap between extra demand and investigative capacity will be met by changing our approach to investigation. Less serious offences, or those where a criminal justice outcome is unlikely, are likely to receive lower resource input. West Midlands Police will look at effective out-of-court interventions with partners to effectively address these crimes and reduce associated harm. What will not change is the focus of West Midlands Police in preventing the most serious harm, bringing those who commit the most harm to justice and protecting the vulnerable.

Section 4 – Protecting Vulnerable people- RED

The ambition of West Midlands Police is to help those in need and, as such, protecting the vulnerable from criminal exploitation is at the core of our mission. West Midlands Police socio demographics present elevated vulnerabilities compared to most Forces. A very young population, highly diverse communities and significant levels of deprivation mean crimes relating to vulnerability ranging from domestic abuse, child abuse to FGM and modern slavery are heavily represented. The force is funded per capita below the national average.

The force operating model has seen investment in specialist capabilities dedicated to the investigation of sexual offences, domestic abuse, vulnerable adults & missing persons to ensure effective practice in its response. The force has made a significant investment by substantially increasing the size of the Public Protection Unit and championing an organisational focus on vulnerability. The Redesign Public Protection strand of the New Ways of Investigating Programme seeks to further develop how the resources can be oriented to meet demand and increase productivity.

Vulnerability responsibility across the whole force has been developed through the implementation of THRIVE+, Project Sentinel events, education and communication and effective THRIVE+ based tasking.

The assessment is demand for services will increase significantly. The capacity of partners across the West Midlands in the areas that support this work has been significantly reduced through austerity. This rise will stretch capacity inside and outside policing.

The rise in policing of vulnerability will not be wholly met through technological advances, employee awareness, tasking or streamlining of the Public Protection Unit. As a consequence, choices will need to be made regarding making further reductions in other areas of policing or adopting different approaches to the management of vulnerability. These different approaches could include seeking interventions away from the field of criminal justice where appropriate, disrupting those who seek to exploit the vulnerable in a timely manner or accepting a greater level of risk in the cohort of offenders and incidents being managed.

The force cannot be certain it will be able to match future policing need in the area of vulnerability without success in reducing demand, changes to service levels, creating imbalance within the force operating model or significant investment.



Section 5 – Managing Offenders – GREEN

West Midlands Police has significant capabilities deployed to manage offenders ranging from dedicated capabilities to developed pathways.

Diversion pathways, conditional cautions and out-of-court disposals show promising results in reducing re-offending. As the evaluation and academic research develops it will offer increased prospects in making informed choices as to the most effective outcome to reduce re-offending.

West Midlands Police has invested in data analysts and established a data science lab as part of the Data Driven Insights project, which should bring about improvements in reducing reoffending. A better informed selection of offender cohorts and timing for intervention will afford greater effectiveness and more efficient ways of aligning resources.

Strong partnership working across agencies with the potential to increase co-location will continue to enhance information sharing and the development of pathways. Local Authorities and WMP consolidating our approach, through combined Strategic Integrated Offender Management boards, will enable improved commissioning opportunities.

There are challenges in achieving national expectations for completion of all ARMS assessments, the force is taking a risk based approach to revisiting the assessments for the existing cohort. The growth in Registered Sex Offenders, on average 8% a year, is a concern and strategies include the potential to use Section 91 to apply, where applicable, for a person to be removed from the sex offender register. The force is addressing these areas of concern.

Section 6 – Managing Serious and Organised Crime – GREEN

West Midlands Police capability to tackle Serious Organised Crime (SOC) is good, however certain demographic features of the West Midlands increase vulnerability and create an environment which can be conducive to organised crime. Austerity driven reduction of drug and alcohol treatment and youth services is inextricably linked with recent increases in serious violence and organised exploitation. Whilst we maintain substantial reactive capability, our vision is to reduce crime through effective intervention and prevention.

The force consciously invested in the development of the WMROCU to enable rapid establishment of the regional capability and streamlined governance and efficiency of specialist resources. There is an apparent tension in the distribution of resources assigned through local (force), regional (WMROCU) and national (NCA) tasking processes but the force is regularly reassured at Force Tasking & Delivery Board of the substantial commitment of WMROCU to tackling the highest threat Organised Crime Groups (OCG) harming our communities.

WMROCU & West Midlands Police has responded well to emerging organised crime including organised vehicle theft and chop shops, gang related firearms offences and county lines drug dealing. West Midlands Police has increased investment in NPUs with a clear mission to reduce crime. Each NPU has a dedicated Local Responsible Officer Chief Inspector accountable for defining & coordinating a 4P response for every identified OCG. The three cities in the force area, where OCG threat is consistently higher, have dedicated proactive resources to target organised crime and gangs. Force Intelligence & WMROCU ensure consistent OCGM assessment and allocation of force & ROCU resources to tackle the highest harm OCGs. SOC Local Profiles and regular assessment of SOC threat ensure effective prioritisation of preventative, disruptive and investigative activity and strategic assessments ensure consideration of the evolution of organised crime.



Section 7 – Major Events – GREEN

West Midlands Police has tested its response to national threats along with other UK police Forces in the past twelve months, particularly to the terrorism threat.

West Midlands Police can support a primary mobilisation to a national threat, however it is assessed that there is a likely impact to local service should this be required over a prolonged period but we predict we could maintain attendance at emergency incidents.

West Midlands Police has seen an uplift in its firearms mobilisation and counter terrorism firearms response capability within the past twelve months. An unintended benefit of this uplift has been an increased use of such resource to deal with an escalating firearms related crime threat in the force.

West Midlands Police has evidenced in the past twelve months, including via our regional units, that the force has faced significant challenges in terms of responding to the step change in the terrorist landscape, and the change in demand on policing as a result of public services restructuring and rationalising.

Funding and resourcing remains the most significant challenge to West Midlands Police in terms of its ability to respond to national threats outlined in the Strategic Policing Requirement. The force is in a position that it could mobilise to a national threat in the initial phases, however, it would be challenging for the force if sustained for a prolonged period. West Midlands Police has made significant steps in the past twelve months to uplift its firearms capacity, which has benefited both the Counter Terrorism and Serious Organised Crime areas of business and as such West Midlands Police recognised the need to increase its firearms command capability and a programme of delivery is underway.

West Midlands Police has implemented a robust exercising and testing regime for Public Order and Civil Emergencies, to ensure we have sufficient skills and resources within the force to maintain national responsibilities and will be linking the outcomes from the Organisational Risk and Learning Board.

Section 8 – Force Wellbeing - GREEN

During the previous 12 months, West Midlands Police has made a clear prioritisation of Wellbeing, within our People and Organisation Development Strategy and aligned appropriate skills, resources and investment. The force has a clear understanding of its demand in this area, and has included clear preventative measures to address this, specifically through the introduction of the West Midlands Police BWell Service and associated reduction in times to access Occupational Health services to just 22 days.

The force also recognises, Wellbeing is complex and its longer-term strategy focuses on the ‘whole person’ both their physical, mental, spiritual and emotional health and has a clear strategy and associated action plans in place to deliver against this. The new Wellbeing Governance Board is a cross-force group, chaired by an Assistant Director and adding clear momentum and direction to this. There is also an appreciation that we need to be flexible and able to scale up any immediate wellbeing response to staff responding to large incidents and we have clear plans in place, to ensure appropriate 24/7 resilience and the ability to bring in enough support for a significant proportion of the workforce within a 24 hour period.

The force is well placed to address current demand as well as focusing on prevention strategies for our longer-term workforce wellbeing resilience, and a step-up in resources should this be required.



Section 9 – IT & Digital and Information Management- GREEN

Information Technology and Digital

IT & Digital have the correct operating model to deliver the WMP2020 change programme and to run existing technology well, whilst replacing legacy systems and adopting more advanced capabilities.

The department anticipates some demand reduction in its service support model. Its infrastructure will migrate to more cloud based technologies. Applications to deliver greater Artificial Intelligence and automation etc.... will expand and the force is aligning capabilities to address these emerging technologies. The strategic partnership with Accenture allows draw down of niche capabilities, capacity and supply chains to augment the in-house service. The capabilities are able to plan well for new projects.

West Midlands Police is confident its operating model will meet future demands.

Information Management

Delivery of the new WMP2020 systems is expected to bring efficiencies to the department across most sections. The risk with the delivery is that timescales, particularly with national systems, can slip and delay implementation.

The impact of the Data Protection Act 2018 is, as yet, untested and therefore the ability to deliver SAR to time is unknown. However the allocation of temporary support is a reasonable mitigation in this area. The additional resource agreed for the Security Team to support the WMP2020 programme is also considered reasonable mitigation to protect delivery in this area.

Overall, the existing or planned controls are believed to adequately cover the future expected demand.

Section 10 – Force wide functions

Corporate Asset Management - GREEN

Corporate Asset Management re currently performing well in a number of service areas, which are significant in supporting front line policing. Fleet availability is monitored and delivered in line with force targets. There were challenges in 2017/18 in moving to a national contract for uniform provision which temporarily caused issues of uniform supply within the force. These are now largely resolved. There is both opportunity and challenge over the next few years to develop, implement and deliver the estate strategy. West Midlands Police are confident that its management of corporate assets is good and affords us the necessary expertise to develop our assets to meet anticipated future requirements.

Corporate Communications - GREEN

Because Corporate Communications is continually pushing the boundaries in their area of business, we are confident that the department can continue to evolve to meet the changing demand over the coming years. The team has recently reviewed job descriptions and terms to ensure effective recruitment, progression and retention and their appetite for innovation gives a high degree of confidence in their ability to flex to meet new and future demands.



Force Executive Team / Business Transformation / DCC Task Force - GREEN

The Force Executive Team is fully staffed with only one temporary chief officer. Three West Midlands Police senior leaders have recently passed SPNAC assessment and we are confident that there will be sufficiently skilled applicants for future roles although we are concerned with the national decline in applicants for chief officer roles. Post holders are appropriately qualified, skilled and experienced. Governance structures are defined and governance boards established with clarity of objectives outlined in the Force Ambition Plan.

The DCC Task Force enables reconciliation of establishment when operational staff are seconded in to change projects. It is temporary in nature and is not a distinct department.

The Business Transformation Capability has developed substantially through our Innovation and Integration Partnership with Accenture and both change capabilities and change governance are based upon industry best practice. The partnership contract with Accenture included skills transfer and integration requirements which has ensured a legacy of capability and ready access to niche and highly specialist resources. As we come to the end of the partnership we have undertaken a visioning exercise which has influenced a refresh of our programme of work. Capability is good in this area and may be further refined as the future plans are refined.

Current structures will effectively address current and anticipated future demand. The Commonwealth Games will require additional leadership capability and plans are developing to assess detailed requirements.

Finance Department - GREEN

The finance team have continued to meet their statutory required deadlines with recognition from external auditors. The reputation across the force is good.

A refreshed focus on developing the team to support a more business partner approach to financial management will change the emphasis and objectives of the team.

Within Contracts and Procurement, there is an increasing focus on supplier management, collaborative procurement and development of a commercial approach to income generation. West Midlands Police have led on a number of national procurements and supported procurement activity for regional partnerships, which will continue.

Increased challenges of medium term financial planning, coupled with the expectation of reducing resources within the team will be mitigated by enhancing current skillsets, continued professional development and re-prioritisation of workloads across the team.

The newly introduced Oracle Fusion general ledger will be developed to enhance the financial reporting capability of the force and improve the management information available to decision makers.

Intelligence - AMBER

West Midlands Police has developed good capabilities for intelligence: A centralised performance team, strategic intelligence team, tactical team, a Real Time 24/7 Intelligence Capability (RTIC) co-located with Force Contact and a Mission Support Team who coordinate force tasking activity. The operating model has generated economies of scale and centralised expertise. Covert Authorities capabilities are located with the ROCU avoiding duplication in the operating model. The Corvus Mobile Intelligence Application has increased intelligence access. The Data Driven Insights (DDI) project will reshape accessibility to advanced search and visualisation tools as well as predictive capability in 2018. Capacity does face stretch but the advent of DDI and Connect, along with a greater focus on economies of scale in the function will enable a refocusing of the capability to ensure it can do More with More.



People and Organisational Development - GREEN

People & Organisational Development (POD) was created in 2017 to ensure the force has the right people, skills, experience and values to achieve its ambition plan and be well positioned to deliver policing for the West Midlands now and in the future. The capabilities in POD represent a significant investment in a modern people and organisational development capability.

Skills and capabilities within POD match known and near-future demand associated with the People Deal, Leadership Promise, Force Ambition Plan and the WMP2020 transformation programme. As new or increased demand arises POD is currently able to flex the expertise in the function to meet those requirements.

However, as the full ramifications of PEQF, recruiting for the Commonwealth Games, and the increased requirement for specialist skills materialise, our Operational Learning capacity is likely to be extremely stretched. We are planning for this through the implementation of the recommendations from the Operational Learning Review and will need to regularly monitor our ability to meet increased demand.

POD's Shared Services department is leading the way in how the force uses data and digital intelligence in the enabling services to drive continuous improvement, effectiveness and automation. They are on track to deliver agreed benefits and savings targets by 2020.

POD has provided the foundations for the force to achieve its cultural change journey with the introduction of the revised Diversity & Inclusion Strategy, new people policies, leadership development at all levels, West Midlands Police Conversations (new performance management process), best practice promotion processes, coaching and mentoring available to all, and 360 degree feedback being trialled by senior and middle managers this year. Combined with a focus on "Fairness in Policing" (organisational justice; how we do things internally, plus procedural justice; how we do things externally) this has driven a tangible change in HOW we do things relating to people within our force.

Professional Standards Department – GREEN

Whilst Professional Standards Department resources in West Midlands Police are at less than the 1% of establishment recommended by HMICFRS, we are confident that, subject to continued implementation of the business transformation led PSD review, we can substantially reduce demands upon the department whilst increasing productivity and qualitative outcomes. Detailed business process analysis and assessment of complaints and conduct qualitative and quantitative data has influenced the Professional Standards Department review, and we therefore have a high degree of confidence as to the capacity and capability meeting current and future requirements.

Section 11 – Finance - GREEN

The force has a strong track record of delivering efficiency but recognises that financial challenges are increasing. The Medium Term Financial Plan outlines a plan for meeting the known real-terms reduction in funding but is heavily reliant on the planned use of reserves, up to and including 2018/19. The WMP2020 programme has been a key component in realising process efficiencies and will continue to enable both financial and non-financial benefits over the medium term. As the second largest force in the UK, which is disproportionately affected by grant reductions (due to the gearing of funding), West Midlands Police has experienced a dramatic real-terms reduction in funding. To maintain policing services it has been essential to rapidly transform its policing model through the WMP2020 programme enabled by its Innovation & Integration Partnership with Accenture. This has only been possible due to the up-front investment of reserves and the continued allocation of reserves as set out within the MTFP.

The force continues to explore opportunities to develop a more commercial approach to make best use of its assets and also to identify and progress regional and national collaboration options.



Section 12 – Collaborations

Legal Services – GREEN

The Legal Services Collaboration is well established and provides tangible economies of scale that have enabled specialisation of defined functions to services, evolving police requirements whilst managing some challenging legacy cases. Formal assessment of the collaboration has been hampered by delays in the development of a case management system. This has recently gone live and a thorough assessment of caseloads and legal support can now commence.

Central Motorway Policing Group (CMPG) - GREEN

The CMPG collaboration is considered a success by both Staffordshire and West Midlands Police. Whilst resource and incident allocations fluctuate, the collaboration is subject to regular intensive scrutiny by PCCs and Chief Constables. The recent withdrawal of West Mercia Police caused the remaining forces to take stock and both have reaffirmed their commitment to the collaboration. Economies of scale have enabled a continued commitment to preventative activity whilst maintaining sufficient resources to respond to incidents on the motorway network.

Regional Organised Crime Unit (ROCU) – GREEN

The collaboration is subject to regular and intensive scrutiny by PCCs and Chief Constables. A detailed finance report is considered in the scrutiny process and PCCs have invested in a collaboration policy officer to enrich governance. The WMROCU is addressing an acceptable number of Organised Crime Groups identified as a priority by the member forces and WMROCU leaders attend force tasking processes. The collaboration is considered an integral part of the West Midlands Region response to Serious Organised Crime. From a West Midlands Police perspective, we initially over-invested to ensure its establishment when other forces in the region were somewhat reluctant. A process to reconcile budgeted posts to West Midlands Police as functions become centrally funded will address perceptions that West Midlands Police is shoring-up the WMROCU.

West Midlands Counter Terrorism Unit (WMCTU)
Contained within Appendix 1



Future FMS and WMP strategic planning

West Midlands Police will consider the learning from preparing this year's FMS, to inform the approach for next year. It is anticipated that the data used this year will be enhanced in sophistication and the methodology programmed into the Data Driven Insight analytics. The aspiration is that DDI will be able to automate much of the demand and status analysis of the force's workforce data.

West Midlands Police had already commenced an Efficiency and Effectiveness Review to ensure appropriate service catalogues for all functions within the force. This process considers how functions contribute to the force Ambition Plan and the appropriate level of staffing. These reviews will be concluded throughout the year and will enhance the next FMS assessment.

The force is considering how to incorporate the FMS into the strategic planning process. There are opportunities for the FMS to become a living document that informs departmental Quarterly Performance Reviews and supports decision making on the future prioritisation and implementation of WMP2025 Building Blocks. The FMS due in March 2019 would subsequently be an overview of the totality of assessments and decision making in year.

Conclusion

Below is the summary of each Force Management Statement section grading.

Section 1 Responding to the public	Section 2 Prevention and deterrence	Section 3 Investigations	Section 4 Protecting vulnerable people
Section 5 Managing offenders	Section 6 Managing serious and organised crime	Section 7 Major events	Section 8 Wellbeing
Section 9 IT&D and Information Management	Section 10 Force wide functions-Intelligence	Section 11 Finance	Section 12 Collaborations

Our Financial Position - AMBER

Our assessment of West Midlands Police efficiency and efficient use of resources, as supported by HMICFRS PEEL (Efficiency) 2015 and 2016, is outstanding. However this Force Management Statement identifies, in a number of areas, we are not confident that current or future resources will capably deal with anticipated demand, despite our best efforts at transformation and innovation. HMICFRS PEEL Effectiveness 2016 identified that we had insufficient resources in key areas like call handling, response, investigation and public protection. We have responded by investing resources from other functions but this is limited if we seek to retain viability across all functions. If HMICFRS assess that we are outstandingly efficient in using our resources, yet we do not have enough of them to respond effectively, the conclusion must be that we are insufficiently resourced to deal with the demands we face.

West Midlands Police is disproportionately affected by austerity as we have a very low proportion of our budget funded from Council Tax. The relaxation of restrictions upon Council Tax precept increase has a minimal impact in West Midlands Police due to the exceptionally low Council Tax base across the conurbation. Whilst we are confident in our ability to manage our finances effectively and achieve the objectives of our Medium Term Financial Plan, our delivery of essential transformation and innovation is dependent upon continued use of reserves. In conclusion, we are good at using the resources we have and we manage them well but we know that they are insufficient to deal with the demands we anticipate, many of which are driven by the particular demographic and societal challenges apparent in our communities.

Declaration by Chief Constable David Thompson:

This is the Force Management Statement for West Midlands Police. Except where stated otherwise, the information in this statement is complete and accurate in all material respects.

Signed: