STRATEGIC POLICING AND CRIME BOARD
2nd February 2016

Strategic Policing Requirement

PURPOSE OF REPORT

This paper is intended to inform the Commissioner of the response of West Midlands Police to the Home Secretary's Strategic Policing Requirement (SPR). It provides an update to the last report to the PCC in December 2014 and should help the Commissioner have due regard to the SPR and to support the setting of Police and Crime Plan for 2016/17.

INTRODUCTION

This paper sets out the current assessment of West Midlands Police in its response to the Strategic Policing Requirement (SPR). It is a highlight report of the work led by ACC Security.

The SPR was refreshed in 2015, where the following were designated as the current national threats:-

- Child Sexual Abuse
- National Cyber Security Incident
- Public order
- Serious and Organised Crime
- Civil Emergencies
- Terrorism

These national threats have by their nature the potential to be catastrophic to life, property and national infrastructure, including the economy.
Although the SPR refers directly to the policing response to national threats, the reality is that the response is complex and involves many different partners in a wide range of activity that spans proactive prevention of the threat through early disruption and intelligence gathering through to the preparation of a reactive response should the threats be realised.
Chief Constables and PCC's must have regard to the SPR when developing the National Policing Requirement (NPR) and when issuing or varying local police and crime plans.

In order to provide appropriate coordination and governance surrounding the delivery of the response to the SPR, the National Strategic Policing Requirement Programme Board was created in September 2014. The National Board has representation from the National Police Chiefs Council, The Association of Police and Crime Commissioners, The Home Office, College of Policing and the leads for each threat area. WMP work closely with this board to ensure our response reflects the national direction.

Since the release of the Strategic Policing Requirement (SPR) in 2012 WMP have worked continuously for 3 years on its management processes and governance procedures. This structure allows the Chief Constable and Police and Crime Commissioner to have due regard to the SPR and be reassured that we have the capacity and capability to deal with all of the elements presented as the national threats. We have recently incorporated the 6th national threat of child sexual abuse within this process (but have been dealing with this as a separate work strand) since the revised SPR in 2015. WMP have worked with HMIC within their initial inspection of the SPR and have also supported the Home Office refresh of the SPR.

The West Midlands Police response to the SPR follows the National Policing Requirement (NPR) and forms part of our strategic business planning process. WMP has a Chief Officer lead (ACC Security) for the SPR and draws together all the business leads that have a responsibility to deliver against the SPR and allow the force to take cognisance of each national threat and what our collective response is. These departments are;

- Child Sexual Abuse – Public Protection Unit
- National Cyber Security Incident – Force Intelligence
- Public order – Force Operations
- Serious and Organised Crime – Force CID
- Civil Emergencies – Force Operations
- Terrorism – West Midlands Counter Terrorism Unit

MANAGEMENT PROCESSES

WMP have quarterly meetings, chaired by ACC Security to hold each of the departments to account and ensure they contribute effectively to the SPR and in turn build our national capability and capacity by providing assurances that their strategies are aligned to the SPR objectives and that they have appropriate business processes in place.

Each business lead provides a self-assessment, in conjunction with the College of Policing capability frameworks (where available), developed from operational experience, testing and exercising, table top exercise learning, desktop reviews of doctrine, Strategic Threat and Risk Assessment (STRA's) and finally professional judgment.

They will consider how they are able to fulfil the Capacity and Contribution at local, regional and national levels. They will reflect on their Capability in relation to skills, training and equipment, assess how we are able deliver an integrated response with Consistency against our national responsibilities and lastly evaluate how effective our Connectivity is by assessing how successfully we connect across force boundaries through national arrangements and into our key partners.

Where capability frameworks have not been developed, WMP have supported those business areas and the College of Policing to do so. The Chief Constable, having due regard, directs the strategic assessment to consider resourcing and budgeting based on our assessments. The Chief Constable continues to support the ACC in adopting the operational

learning approach for WMP and evolve with regards to resources and demand against our threat and risk.

The PCC incorporates the requirements from the SPR into the police and crime plan and alongside fiscal planning supports effective capability.

SUMMARY OF SELF-ASSESSMENTS

Terrorism

Within the UK, West Midlands continues to experience the highest level of CT threat outside London. WMCTU maintains the capability to meet this demand and aligned to national doctrine, continues to rely heavily on support from the national CT Network to provide the appropriate levels of resource capacity to meet demand. We are currently implementing the national Demand Risk Resource (DRR) programme of change which considers the resourcing of counter terrorism policing based upon prioritised demand and risk.

Serious and Organised Crime

WMP has developed its SOC strategy based on the Force Operating Model of the 4 Ps: Prepare, Prevent, Protect & Pursue. This strategy is in its second year of functioning having been fully ratified by WMP command team. We have built and developed our initial structures to encourage increased partnership approaches on Local Policing Units, led by Lead Responsible Officers (LRO's), in order to suppress organised criminality using a broader range of tactical options. During the next year, as WMP continues its change journey with WMP2020, the current SOC strategy will be reviewed and further developed to respond effectively to the threat to communities from organised crime within the context of reducing policing resources and changing organisational structures; predictive tools are also being developed to identify and prioritise those more predisposed to becoming involved in Organised Crime within the Prevent strand. ACC Crime ensures that WMP meets local, regional and national requirements of SOC through both Force [Covert & overt] and Regional Tasking processes [ROCU].

Public order

Through regular operational deployments and national requests we have proven the WMP capability and are satisfied we are able to consistently deliver our public order commitments. We maintain sufficient levels of public order resources, with knowledge, skills and training to meet local and national guidance. The force gathers and makes effective use of intelligence, assessing and managing risk for public order and public safety operations and evaluating post incidents. It is acknowledged that although WMP demonstrates its capability to meet the local and national responsibilities, this is to the detriment of the delivery of non-emergency local policing during deployment periods.

Civil Emergencies

The force, together with the West Midlands Conurbation Local Resilience Forum (Chaired by ACC Operations), has the capacity to respond to civil emergencies locally and to contribute to national emergencies. The force has considered likely threats that it may face from civil emergencies in its strategic assessment. The local resilience forum records risks that it faces on the community risk register.

The integrated emergency management team within our force operations that plans and co-ordinates West Midlands Police's responses to civil emergencies. This unit's responsibilities include emergency planning and business continuity planning.

The force has the capabilities that it needs to respond to civil emergencies as a category 1 responder. These include staff with specialist skills required to manage incidents involving large numbers of casualties and identify victims, and also police officers who can operate in areas where there may be chemical, biological, radiological and nuclear hazards.

National Cyber Security Incident

ACC Crime is force's lead for its capability to respond to cybercrime. The force's strategic assessment includes a comprehensive summary of the threats and risks that the force should consider in deciding upon capabilities that it needs to have in place. There is significant capability across existing force units that to a greater or lesser degree have cybercrime as a key component of their business as usual. These units include:

Technical Intelligence Development Unit (TIDU) are a unit currently part of Force Intelligence who uses technical tactics to solve a range of policing problems targeting serious and organised criminality. While their primary focus is proactive, they also provide a highly skilled reactive capability and have been involved in a number of larger investigations and cyber-attacks.

Economic Crime Unit: The ECU is part of FCID and is the docking point for the force with Action Fraud. As such they have considerable expertise in dealing with the significant number of online frauds- over 8000 in 2013/14- reported in the West Midlands force area.

Digital Media Investigators: DMIs provide a vital link between frontline investigators and technical solutions in a range of investigations that do not attract the support of TIDU or the Regional Cyber Crime Unit (RCCU).

Digital Forensics: These staff are based in the Forensics Department and offer a reactive capability to examine and produce evidential reports on a whole range of equipment that may have been used in cybercrime.

There is now well-established regional and national tasking process that sees force, regional and national assets brought to bear in a co-ordinated way to tackle cybercrime. These are seamlessly joined up with long standing force tasking processes in the covert and overt arenas. This has seen assets from WMP (e.g. TIDU) supporting operations across the region and there are now plans in place to make TIDU more integrated into the ROCU.

Child Sexual Abuse

CSA is a new threat within the 2015 SPR, and therefore WMP are compiling a working strategy to support the SPR. WMP has invested heavily in its resources to tackle child sexual exploitation putting significant numbers of specialist officers into its Public Protection Unit which provides us with robust investigation teams and more capacity to deal with the more complex cases. We work closely with our local authorities across the area and the respective Children's Safeguarding Boards. This work has led to the creation of Multi-Agency Safeguarding Hubs and more effective joint responses to child protection issues.

A new strategy has been developed which will bring together all aspects of activity listed under the four strands of Prepare Protect Prevent and Pursue and this will inform and influence future strategy and engagement for all parties involved in the integrated response to the CSE Threat.

Where necessary WMP include other departments within the SPR process where cross cutting themes emerge. Most recently this has included our Firearms department and ROCU.

Conclusion

WMP are proven to have strong business processes in place and through this structure we continually hold ourselves to account. This enables us to state in confidence that we are in a positive position to articulate and deliver our capacity and capability to deliver against national policing responsibilities and have consistently evidenced this. However, we are currently in a period of change in the national landscape and its response to the SPR. We should clearly monitor the development and be prepared to adjust our approach early in 2016/17 if needs be.It is recommended that the Chief Constable and his Command Team continue to support the work with national colleagues to ensure WMP are involved and influence the national response and implement any changes as necessary in line with national guidance.

FINANCIAL IMPLICATIONS

It is recommended that WMOPCC receive this assessment allowing them to have due regard for the SPR in setting the budget and Police and Crime plan.

LEGAL IMPLICATIONS

None

RECOMMENDATIONS

The PCC and Strategic Policing and Crime Board note the contents of this report and have regard to its recommendations.