Strategic Policing and Crime Board
April 2022

Police and Crime Plan Priority: Regular Item
Title: Supporting the Workforce; Organisational Change and New Technology
Presented by: Toni Williams-Long, Acting Director, People and Organisational Development

Purpose of paper

1. To provide an overview of the delivery and progress of West Midlands Police's People Strategy.

2. To provide an update on West Midlands Police's change and improvement programmes. This includes any continued investmest in new technology to improve tackling crimes, making the Force more efficient, improving the way in which the public contact the Force, how it responds, investigates and prevents re-offending.

Force Strength Position

3. Since January 2018, the force representation of Ethnic Minority Groups has risen year on year with a proportionate total increase of over 31% in the period.

Staff Type	Ethnic Minority Group %				
	01/01/2022	01/01/2021	01/01/2020	01/01/2019	01/01/2018
Police Officer Total	12.9%	11.9%	11.0%	10.5%	9.6%
Police Staff Total	17.1%	16.0%	15.3%	13.7%	13.1%
PCSO Total	11.1%	12.2%	13.6%	13.7%	12.6%
Specials Total	27.2%	30.0%	29.1%	27.0%	27.2%
Force Total	**14.6%**	**13.7%**	**12.9%**	**11.9%**	**11.1%**

Ethnic Minority Group Representation 2018-2022
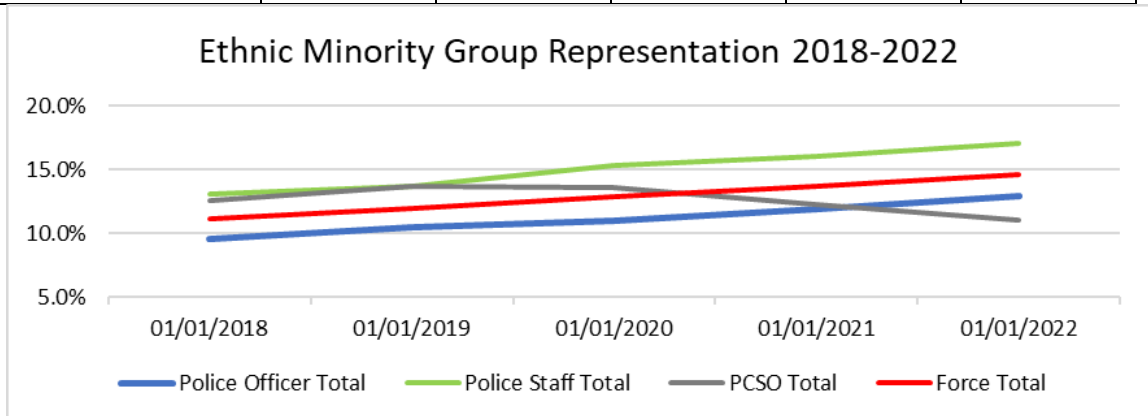
4. Both Police Officer and Police Staff representation have followed the force trend with year on year increases, while Special Constables have reduced during the last year and PCSO representation has fallen significantly during the last two years.

5. The reduction in PCSO representation is predominantly due to police officer recruitment and lower PCSO recruitment. Since 1st January 2018, over 40% of Ethnic Minority PCSOs who left their role did so to join WMP as police officers.

Police Officer rank view

6. Within the police officer overall position, all ranks except Chief Superintendent have increased representation over the period with Chief Inspector representation having more than doubled.

Rank	Ethnic Minority Group %				
	01/01/2022	01/01/2021	01/01/2020	01/01/2019	01/01/2018
Chief Officer	20.0%	16.7%	0.0%	0.0%	0.0%
Chief Superintendent	3.8%	0.0%	5.0%	9.1%	10.5%
Superintendent	8.9%	7.4%	2.8%	0.0%	0.0%
Chief Inspector	14.9%	8.3%	10.4%	5.5%	6.5%
Inspector	13.2%	11.0%	12.2%	10.9%	8.9%
Sergeant	11.9%	11.8%	11.3%	11.1%	10.0%
Constable	13.1%	12.1%	11.0%	10.5%	9.6%
Police Officer Total	**12.9%**	**11.9%**	**11.0%**	**10.5%**	**9.6%**

7. It is worth noting that in higher ranks, lower numbers of officers mean that small changes such as retirements or promotions from and to each rank can represent a significant change. For example, the reduction in Chief Inspector representation from 2020 to 2021 was a direct result of the increase in Superintendent representation following promotions.

Uplift

8. During the period of Uplift, WMP has recruited 322 new Police Officer colleagues from under-represented groups, which is around 17% of all new Police Officers. In spite of a continued focus on representation in WMP's attraction and pre-boarding activities, representation is still some way behind the ambition set and the standard expected (an assumed 29.9% representation from the 2022 census).

9. The Gold group was set up in April 2021 to a) make a short-term improvement in representation for subsequent intakes and b) gain some momentum to support the long-term ambitions which continues to meet on a regular basis. In addition to the initiatives reported in the July 2021 SPCB, interventions mobilised via the Representation Gold group include:

- **Op Inscription:** a high profile six-day recruitment event designed to obtain Expressions of Interest (EOIs) to join WMP from under-represented groups. The location of Op Inscription was selected based on the demographics of the residents in close proximity to a busy retail outlet with two key zones. The Recruitment Zone: high profile stall based at the One Stop Shopping Centre, Perry Barr over six days. Recruitment Officers, Positive Action Co-ordinators and Recruitment Ambassadors were equipped to take EOIs. The Engagement Zone: Commercial premises and residences were leafleted by a team of PCs, PCSOs,

Recruitment Ambassadors and volunteers to raise awareness of the Recruitment drive and signpost potential applicants to the Recruitment Zone. EOIs could also be taken in the Engagement Zone via a new Mobile App (see below).

- **Recruitment Ambassador Programme:** An internal campaign ran to recruit and upskill colleagues to become internal advocates. Research from the National Police Uplift Programme found that 40% of applicants said speaking to someone in a force encouraged them to apply. The Recruitment Ambassador scheme recognised the value of utilising our best assets: officers who can promote a WMP career through their everyday actions, conversations and networks, showcasing that at WMP, This Work Matters. Ambassadors attended an Induction event which focused on our ambition to increase representation in our attraction and recruitment efforts. A Go To Guide (Mobile App) was built and provides colleagues/ambassadors with Quick Guides and FAQs to provide knowledge on the go. It also provides an interactive tool to help colleagues have meaningful recruitment interactions in their day to day duties. If eligible for a PC entry route, colleagues can take details from the member of public which are then sent directly to our recruitment team who will progress the conversation.

- **Summer Academy:** A five-day academy was developed and run with a cohort of 10 Year 10 students of black heritage from a central Birmingham school. The idea was to pilot an engaging model which would afford young people from the Black community to see policing behind the scenes. Eight students provided feedback at the end of the academy with five out of eight saying they would consider a role in policing in the future. Comments included 'I learnt that not all police officers are bad, there is more to the job than meets the eye' and 'The police have a huge role, don't believe everything on social media'.

- **Fast-tracking:** WMP has continued to use the learning and practice from the Metropolitan Police to implement a mechanism to fast track equally qualified candidates through the onboarding process, to support our ambition and to make all intakes representative of the communities we serve.

- **DCDHEP:** The new Detectives Degree Holder entry route has provided a great opportunity to attract a more diverse applicant pool, potential as a non-uniformed role where the police uniform may have otherwise be seen as a barrier to the job in some communities. Our recent recruitment campaign saw 180 applicants, with 58% female and 35% from Black, Asian and Minority Ethnic groups.

- **Social Media Influencers:** WMP have just commenced an innovative campaign with 'Tap In' to deliver a new social media campaign, based on authentic conversation with a view to deliver a new social media campaign, based on authentic conversation with a Black Generation Z audience – a core demographic in delivery of our Uplift ambition. The campaign will activate the WMP vision by fostering real conversations about Policing with Black Communities - an extension of our work over the years, but communicated to a new audience. This will be delivered through a unique three-phased campaign, which will be more nuanced and designed to reach a Black Gen Z audience that may not have seen, engaged or even be aware of our work. The campaign will form its core basis upon partnering with strategic UK and Midland-based influencers. These influencers will provide WMP the opportunity to create awareness and generate positive sentiment around policing, as well as take advantage of advocacy/positive engagement with people in positions of influence.

Retention

10. The Student Officers receive welfare support during their probation, from the Organisational Learning and Development team, the University, their supervisors and their tutors within the professional development units. While we offer significant support to them, in some instances unfortunately despite our efforts they may choose to leave WMP during their probation period.

11. Our retention of Student Officers varies slightly by entry route. It is worth noting that our three Police Educational Qualification Framework (PEQF) routes, the Police Constable Degree Apprenticseship (PCDA), the Degree Holder Entry Programme (DHEP) and the Detective Constable Degree Holder Entry Programme (DC DHEP) have a lower percentage ot leavers compared to the original Initial Police Learning and Development Programme (IPLDP) which we were running before June 2019.

12. The below table shows retention by entry route as of 1st March 2022. IPLDP cohorts for the last year of delivery (April 2108 to June 2019) are included as a comparator to the new PEQF routes.

Entry Route	Total Number recruited	Total Leavers during probation	Retention
IPLDP	303	28	90.8%
PCDA	878	50	94.3%
DHEP	739	42	94.3%
DC DHEP	87	0	100%
Total	**1704**	**120**	**93%**

13. As a department, Organisational Learning and Development are notified every time a student officer submits their resignation. In addition, requests are received for advice and support from line managers, who have a student officer showing signs of considering leaving the force. At the point of both of these notifications our Student Welfare Team will contact the Student Officer to have a supportive conversation with them in order to understand the motivation behind their intention to resign in order to intervene.

14. This process is not always successful in understanding the resignation, but since implementation a number of colleagues have been successfully retained.

15. There are a variety of themes emerging as to the reasons why Student Officers want to leave WMP.
    - A realisation that the role of the police officer is not as they expected it to be.
        i. This could be due to working shifts, dealing with trauma, or realising there are other opportunities in the Private Sector which are more attractive and more lucrative.
    - Health or welfare concerns
        i. We have seen some examples of student officers joining WMP with pre-existing medical conditions, neuro-diversity or mental ill health conditions. Whilst every effort is made to support, accommodate and nurture each individual in their roles, some inevitably decide that the role of a police officer is detrimental to their health.
        ii. In some cases, we have managed to encourage student officers to look at alternative police staff roles, thus retaining the knowledge and expertise in the wider organisation
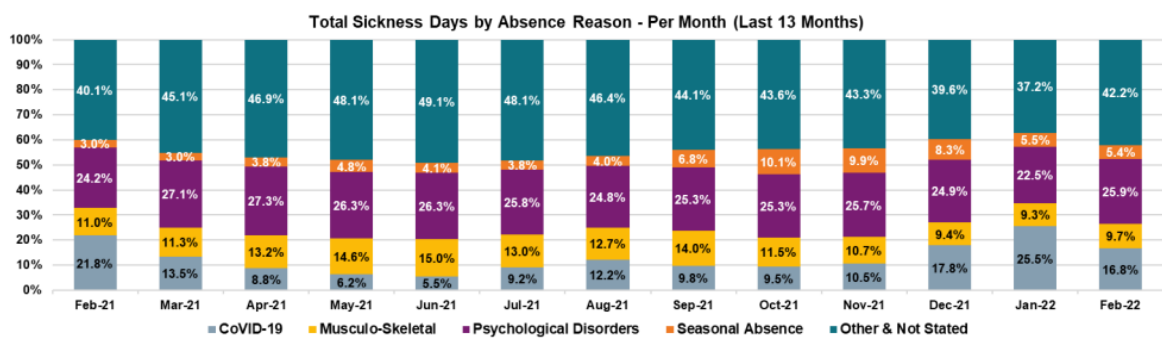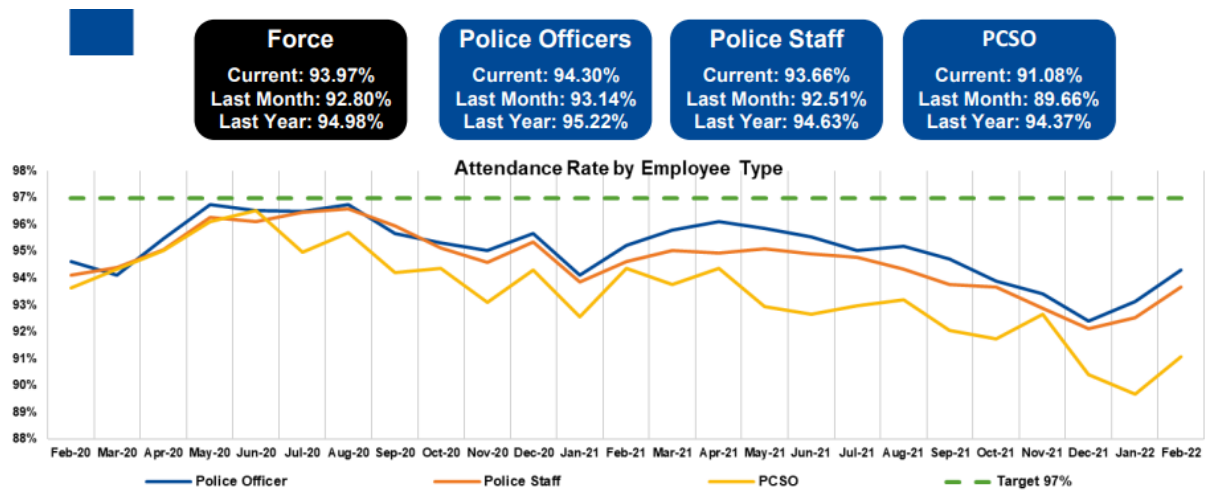   - Misconduct

             i. Unfortunately, there have been cases where student officers have been subject to Gross Misconduct Investigations and have resigned at an early stage

- Performance Issues and Regulation 13
    i. Underperforming students, both academically and operationally, are supported by the Student Officer Assessment Team. Unfortunately, not all succeed and some resign feeling the academic work is too onerous or they make their own decision that they are not fit mentally or physically to become a competent and capable police officer
- Transfer to other Force
    i. In order to transfer to another Force area, a student officer must resign and re-apply to that Force. To my knowledge we have no clear examples of this happening.

Officer Training Plan

16. As part of our wider learning review, the Learner journey will be reviewed for all key roles as well as creating learner profiles. This will support people in those roles to be clear on the mandatory and recommended CPD and training for their post. In turn this can then be used by supervisors to support individuals with their personal training plans.

Attendance

17. Current force attendance (March 2022) is at 93.97% for all person types. This ranges between 91.08% for PCSOs and 94.30% for police officers. This level of attendance is a slight improvement on a declining picture which saw attendance in January at a significant low.

18. The national exit from significant COVID related measures (lockdowns, etc) has seen a decline in attendance levels across the force in all person types. This is likely to be as a result of a) the masking effect of the measures, for example increased home and agile working and different crime trends, and b) the broader health impact of increased social mixing resulting in increased levels of seasonal absence and COVID infections.

19. Over the last 12 months proportions of COVID absences have fluctuated, peaking at 25.5% of all absence in January 2022. However, during the same period the proportion of absences as a result of 'psychological disorders' has remained constant at 25% (+/- 2%).

	Force	Police Officers	Police Staff	PCSO
	Current: 93.97%	**Current: 94.30%**	**Current: 93.66%**	**Current: 91.08%**
	Last Month: 92.80%	**Last Month: 93.14%**	**Last Month: 92.51%**	**Last Month: 89.66%**
	Last Year: 94.98%	**Last Year: 95.22%**	**Last Year: 94.63%**	**Last Year: 94.37%**

Attendance Rate by Employee Type

Total Sickness Days by Absence Reason - Per Month (Last 13 Months)

Referrals to Occupational Health

20. Data for Q3/4 of 2021/22 is still being completed, however the tables below show the details of occupational health referrals between April and September 2021.

21. There was a consistent level of referrals on a quarterly basis, with little differentiation either in the proportions of staff, officers or PCSOs being seen or the time between referral and appointment. Equally, the number of referrals for mental health and musculoskeletal is consistent on a quarterly basis.

Between:	Worker type	Number
1 April - 30 June 2021	**Overall workforce**	777
	Police officers	478
	PCSOs	40
	Staff	259
1 July - 30 September 2021	**Overall workforce**	713
	Police officers	463
	PCSOs	38
	Staff	212

Average time (days) from occupational health referral to appointment:

Between:	Days
1 April - 30 June 2021	12.70

1 July - 30 September 2021	11.90

Total number of mental health occupational health referrals:

| Between:	Number
1 April - 30 June 2021	239
1 July - 30 September 2021	221

Total number of physical health (including musculoskeletal) occupational health referrals:

Between:	Number
1 April - 30 June 2021	538
1 July - 30 September 2021	492

Assault of police officers

22. Assaults on police officers are specifically recorded under Assault Police Home Office Codes. They are measured in two groups, Assault Without Injury on a Constable covers Assault by Beating and Assault With Injury on a Constable groups together S47, S20 and S18 offences. Both groups have seen a step-change up this Performance Year

Assault With Injury on a Constable
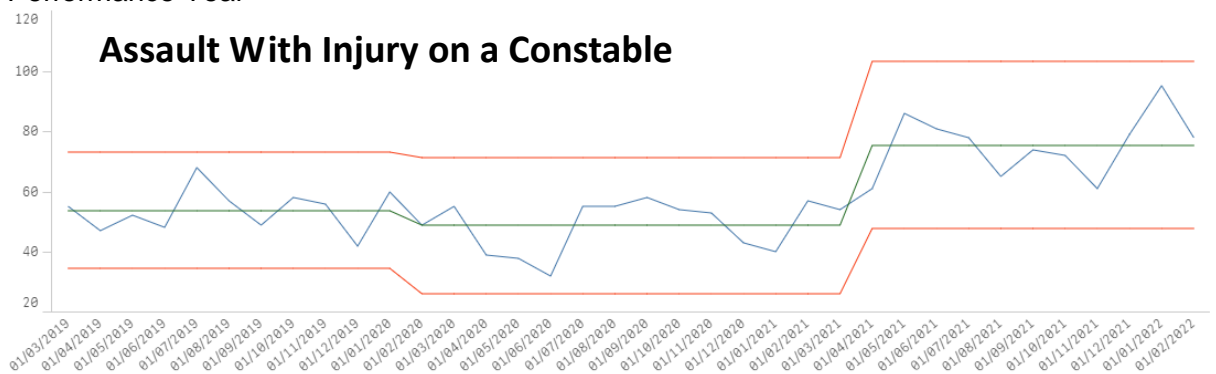
Assault With Injury in April 2021 from averaging 48.7 to 75.5 per month

Assault Without Injury on a Constable
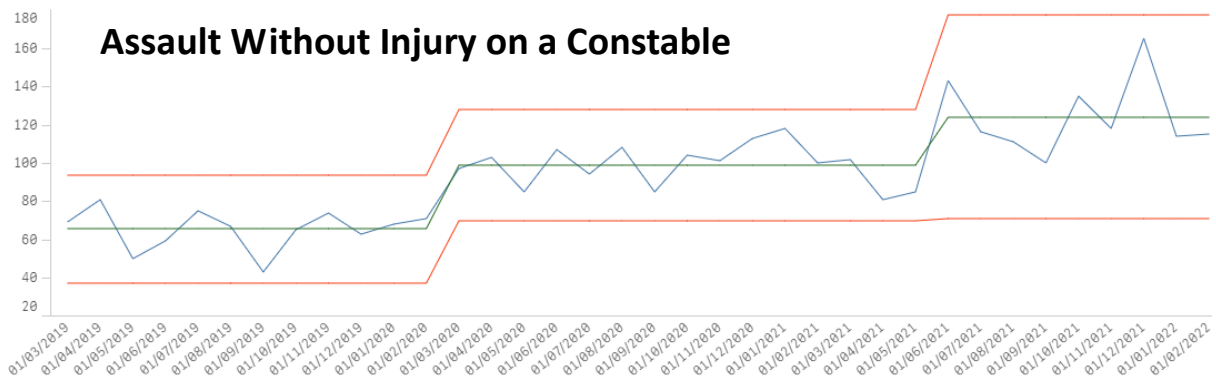
Assault Without Injury in June 2021 from averaging 98.9 to 124.4 per month

23. The offences that make up Assault With Injury on a Constable have been largely stable, with average per month as follows:

Offence Group	Monthly Average	% of Assault with Injury	% of all Officer Assault
S18 – Wounding with Intent to cause Grievious Bodily Harm	5.9	7.8%	3.0%
S20 – Wound or inflict any Grievious Bodily Harm	14.2	18.9%	7.1%
S47 – Assaults any person causing Actual Bodily Harm	55.3	73.3%	27.7%
No Injury	124		62.2%

24. The proportion of Positive Outcomes for assaults, both with and without injury, have seen a step-change down in 2021. Current averages:
   - Assault With Injury: 55.3% Positive
   - Assault Without Injury: 57.1% Positive

25. Of the offences for which a positive outcome is achieved, the vast majority receive the outcome of Charged.

26. Since June-21 the breakdown of Positive and Other outcomes has consistently been:

Outcome	% of all Positive Outcomes
Charge or Summons	89.8%
Caution – Adult (Inc Conditional Caution)	6.3%
Community Resolution	2.3%
Other Outcomes	1.7%

Outcome	% of all Other Outcomes
Suspect identified: evidential difficulties prevent further action(victim support)	49.9%
Suspect identified: evidential difficulties prevent further action(no victim support)	29.5%
Investigation Complete: No suspect identified	11.1%
Others	9.6%

Welfare

27. In October 2021 WMP undertook a pulse survey of colleagues with a specific focus on wellbeing. Over 2000 colleagues responded to the survey to share their feelings and experience of wellbeing in the force.

28. While recognising the constant focus needed on colleague wellbeing, the survey results highlighted some positive areas for the force. 69% of colleagues agreed or strongly agreed they had colleagues at work they could talk to, 55% agreed or strongly agreed they could talk to their line manager about wellbeing, and 49% agreed or strongly agreed they could be their true selves at work.

29. These results speak strongly regarding the work the force is doing, both around wellbeing, but also around our broader approach to inclusivity, fairness and belonging. For example, the force has run a number of wellbeing awareness sessions, shared blogs and personal experiences of colleagues, run brave space conversations to tackle tricky issues and encouraged conversation through WMP conversations and line manager support.

30. 44% of colleagues agreed or strongly agreed that their mental wellbeing was good. This is a lower proportion of colleagues than the force would have liked, particularly considering 36% of colleagues actively disagreed with the statement. The survey is anonymous, however there were a number of consistent themes, which included - workload, demands of the role, impact on personal life (for example through cancelled rest days), level of demand the force is currently responding to from the public, negative views of the police, leadership and support.

31. Sadly, only 19% of colleagues felt that any action would be taken as a result of the survey. There is, however, a significant amount of action in progress to improve our wellbeing offer and address some of the issues raised in the survey.

32. As part of the Nurture and Support strand of the This Work Matters strategy, colleagues in POD are developing and implementing an updated wellbeing strategy. The strategy focuses on a few key areas of wellbeing.

33. The force's response to and support for colleagues exposed to trauma. This takes the form of continuous improvement to the TRIM (Trauma Risk Management) process for colleagues exposed to significant one-off traumatic incidents, we are ensuring the training for TRIM managers and practitioners remains up to date and ensuring there are sufficient colleagues to undertake these roles. We are also reviewing TRIM deployments to ensure we capture the learning and improvements. In addition to the use of TRIM, we are shortly about to start a pilot of the ESTIP (Emergency Services Trauma Intervention Programme) approach to trauma support, which has been developed by the College of Policing. The approach is more line manager led and is being piloted in CMPG and some teams in FCID.

34. In support of those colleagues more routinely exposed to trauma we are rolling out a phased and targeted approach to psychological screening and support. This means that colleagues in those roles receive a questionnaire to assess their wellbeing and support needs which are then followed up by colleagues in Occupational Health. We are also at the scoping phase of the implementation of a comparable approach for new student officers, to ensure we are able to put the right support in place early in their career.

35. The force is continuously improving its holistic wellbeing offer to colleagues and ensuring this offer is accessible, easy to access and relevant to colleagues. There is a review underway of our wellbeing portal and work underway with other teams in POD to look at the support and provision of interventions at points during colleagues' lives and careers. Just some of the wellbeing support on offer for colleagues is – a 24/7 employee assistance programme, financial wellbeing support, support from our health and fitness team on living a healthy lifestyle, couch to 5k, a peer support network, working with Mind to support colleague mental health, and working with a range of partners on specific issues (such as substance abuse, domestic abuse, etc).

36. We are also supporting the force to smoothly and safely exit from the pandemic. Colleagues in POD are working with the Force Executive Team around the

development and implementation of COVID measures in the organisation, supporting colleagues returning to the workplace and supporting line managers in risk assessment and good practice. In addition, work is still underway, for example, through long-COVID clinics in helping individuals recover from COVID.

37. Aside from the wellbeing strategy, significant work is also underway in supporting student officers from a welfare, wellbeing and development point of view. This includes making changes to the programme and scheduling to bring in longer and fewer rotations so the officers have time to embed their learning and build relationships with colleagues and line managers. We are also working collaboratively with Staffordshire University to ensure that the officers personal and development needs are understood and met, for example in relation to reasonable adjustments or particular learning needs.

38. In addition to force wide interventions, there are a range of department specific activities underway. For example, as part of a wider investigations' strategy board, there is a wellbeing strand looking specifically at the wellbeing needs of colleagues who work in investigative teams. The support put in place in this context includes a series of targeted roadshows, collaboration around CPD and career development.

Trauma Informed

39. In addition to the work described above in relation to trauma, the West Midlands Violence Reduction Unit (WMVRU), in partnership with the training staff from Barnardo's, who are embedded within the VRU, have developed trauma-awareness/informed training modules. The team started working in May 2021 with WMP stakeholders to adapt the programme to a police setting through a pilot project within police custody. This work reinforced the need to adapt training content to suit a policing context and to encourage a cultural change as well as improvements in practice through a training programme. The pilot is underway in WMP, where the highlights have seen 232 colleagues trained in custody as part of the pilot, 180 senior leaders, 52 investigators and 97 frontline operational colleagues.

Special Constable Progress

40. We are continuing the recruitment of new special constables as well as continuing to focus on their development and deployment. In the last 12 months we have recruited 105 new colleagues, who were 27.6% female and 21.9% from ethnic minority backgrounds. We are working in Coventry to pilot an alternative approach to recruiting specials, focusing on long term volunteering commitment. We now have 305 specials.

Please see below the total number of hours Specials have completed each month

	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22
TOTAL number of Specials	311	308	298	312	306
TOTAL number of Hours	7600	6300	7200	7000	7100
Ave hours per special	24.4	20.4	24.1	22.4	23.2

Staff disability arrangements

41. In the earliest stages of student training and throughout the recruitment process, we work with each individual to understand their needs.

42. Our Student Welfare Team are very knowledgeable about the use of Reasonable Adjustments Passports (RAPs), signposting to Occupational Health and other support networks for additional support and the response is tailored to each individual need.

43. The Student Welfare Team will source all necessary workplace adjustments in a timely fashion in order to enable the student officer to become fully operational at the earliest possible time

44. We have a supportive Case Management process in place, which monitors student officers with additional needs and ensures we place them in appropriate postings to meet their workplace adjustments and to ensure that line managers are fully briefed in order for the ongoing support to be provided.

45. A process has also been put into place for all student officers, whom are due to join the Force where they are sent a 'dyslexia' self-referral form to complete, this is their choice whether they complete it or not but are given a choice of being tested for dyslexia by in house assessors before they join, so that risk assessments are put in place before they join the Force.

46. Individuals are also encouraged to apply for 'Access to Work', who complete workplace assessments and recommend reasonable adjustments based on the medical condition.

47. The arrangements currently in place to support all individuals with a disability are to have a tailored Reasonable Adjustment Passport (RAP) for individuals to complete, if they wish to let us know details of their disability (visible/invisible) and any reasonable adjustments that they require/need to support them to complete their role.

- This is completed with or without a line manager but line managers record their comments under section 4.1 of the form, which is then forwarded to the RA officer to process, support and make further recommendations available.

- We have in house trained Dyslexia Assessors who assess for the condition and recommend reasonable adjustments which are put into place accordingly.

- A process has been put into place with the recruitment team so that they notify the RA officer as soon as they can if any individual has a requirement of a RA.

Performance Management

48. Our WMP Conversations framework is based on an annual cycle of regular performance conversations with colleagues and managers. Objectives are set at both the force strategic level and individual level as well as a formal year-end review.

49. Our approach around objectives includes two force level objectives set by the Force Executive, two departmental objectives set in each department and two individual objectives relevant to individual performance. In the year 2020/21 90% of the force

had individual objectives set. In the year 2020/21 75% of year-end conversations were completed. Our aim is to continually improve this in the current year.

50. To support the year-end conversations for the performance year 2021/22, performance ratings have been introduced. The WMP Ratings are formed of two aspects, a rating for 'what' we achieve, which is achievement individual's day-day roles and objectives, and also a rating for 'how' they have achieved, which is based on the behaviours they demonstrate and the values they live by. The ratings support open honest conversations about performance enabling our colleagues to understand what they do well and how they can improve. The ratings are subject to a governance process which supports the fairness and consistency of ratings across the force. In March 2022 managers were asked to provide a provisional rating for each team member which would be subject to moderation and is being undertaken currently.

51. The ratings approach allows us to align individual performance and contribution to the overall performance of the force and the achievement of its strategy. The ratings provide a framework for us to identify, support and recognise performance of all levels. Ratings are an important step forward in the maturity of our approach to performance management and are used by many other forces and most organisations globally. The framework and governance around the ratings will support a fair, consistent and transparent approach to managing and recognising performance across the force.

Developments in L&D, Talent Management and Succession Planning

52. Following a full-scale review of our learning offering in 2021, the Organisational Development & Learning team are delivering a three-year project to redefine our learning. This piece of work covers many areas including:

- Introducing a robust commissioning process
- Moving to a genuinely blended learning offer
- Delivering a modern, forward facing learning estate strategy
- Introduce a leadership framework
- Create role-specific learner profile and associated learning plans

53. This project will deliver both a more user-friendly, engaging learning experience for everyone and increase efficiency of both time and resource in the way learning is delivered. Whilst the learner experience will improve from now, full efficiencies for the force will be realised by 2023/24.

54. As part of our strategic approach to people, we have introduced a talent mapping process, developing a bespoke framework to identify, track and record talent across the force. Talent mapping enables an overview of our internal talent across the organisation allowing us to make strategic decisions and support individual development. We identify current talent pools and consider any specific development needs or other actions, including potential for development opportunities.

55. The talent process provides an opportunity to identify people risks and succession planning for critical roles. Through the talent and succession processes we are currently embedding, we will gain insights to enable quality decision making such as postings and promotions as well as supporting individuals to meet their career ambitions.

56. Across recent officer promotion processes, a total of 441 individuals have been successful for promotion, representing 47% of applicants. Both female applicants and also Ethnic Minority Groups have performed better than average with over 50% of applicants successful.

Process	Supt to C.Supt Spring 2020	Supt to C.Supt Summer 2021	CI to Supt Autumn 2020	CI to Supt Summer 2021	Insp to CI Autumn 2020	Insp to CI Autumn 2021	Sgt to Insp Autumn 2020	Sgt to Insp Summer 2021	PC to Sgt Spring 2020	PC to Sgt Winter 2020	PC to Sgt Spring 2021	Grand Total
Total Applicants	11	13	45	33	74	68	103	165	120	109	191	932
Total Successful	3	6	14	18	22	29	28	65	44	88	124	441
Overall Success Rate	27%	46%	31%	55%	30%	43%	27%	39%	37%	81%	65%	47%
Female Success Rate	20%	71%	53%	70%	27%	50%	30%	43%	42%	88%	69%	51%
Ethnic Minority Groups Success Rate	0%	100%	17%	75%	47%	47%	44%	50%	15%	89%	70%	54%

Update on current change projects and programmes

57. **Our Data Programme**

   a. Connect

The Connect system is a core system that consolidated and centralises information onto a single platform (from nine legacy systems) to deliver an improved service to the public and freeing up officer time and saving money. This was implemented last year alongside bespoke mobility applications to support officers working within the communities of the West Midlands. Work is ongoing to further increase the functionality of the system as part of the next phase, including further mobility features.

   b. Data-Driven Insights (DDI)

The DDI system provides real time intelligence into the hands of police officers to ensure they can better protect the public whilst answering calls for service. This system has now been updated to receive data feeds from the new Connect system and extensive further work is underway to add further data sets to further enhance the Intelligence picture.

   c. ControlWorks

ControlWorks is the new system which logs all incidents and calls for service from the public which was implemented in 2020. Currently activity has focussed on stabilisation and new functionality supporting continuity of service to the public throughout the pandemic. The delivery of the next upgrade of the platform is in testing which will drive enhanced mobility benefits for officers accessing and updating the system out in the field. The project is currently rolling out the ability to open and close certain types of incidents across the Force. This will reduce demand on the Force's service desk to provide a more efficient service to the public.

58. **Improving Investigations**

   d. End to End Investigations Review

All investigations processes are being reviewed with a view to improve the quality of services offered to the public by increasing efficiency, productivity and improving outcomes, service to victims and citizen satisfaction whilst maintaining a key prevention focus to prevent reoffending and protect the public. The first phase of this review has been delivered with further complex activity planned for the rest of 2022.

   e. Digital Evidence Store (DES)

The Digital Evidence Store will manage and store all digital evidence in a secure manner and allow safe electronic transfer of all digital data from collection, to the Crown Prosecution

Service and through to disposal in compliance with legislation. DES will provide WMP with the ability to capture vital evidence in a timely manner creating better citizen experience and a greater opportunity to secure positive outcomes. It also supports quicker charging decisions and reduces the time to perform investigations and bring offenders to justice. Moving away from storing evidence on hard media enables better and safer collaboration with partners and the public in addition to approximately £5 million pounds worth of savings across a six-year period. The platform has been used on a small scale initially to test the system and processes with the aim to roll it out to all investigators.

f. Review Tool

The Review Tool is a web-based system, which will support officers to identify, interrogate and easily understanding digital evidence from multiple sources (computer and mobile phone data) by providing a user-friendly and quick search function, improving the speed and quality of decisions and case file quality. It aims to streamline the data capture process by reducing the reliance on more specialist digital Forensic capabilities, reducing demand, travel time and detained property timescales. It is expected that the Review Tool can be rolled out to all Investigators across WMP in 2022.

g. Common Platform

The Common Platform is part of the National Programme and crime strategy to house case file information in an IT cloud. It will receive information about cases from all prosecuting agencies to enable a case to be dealt with by the Courts and any appeal/reviews including changes, pleas and judicial decisions as a single source of shared information. Previously this process was delivered through a mixture of paper-based and standalone technology systems. Once implemented, it will provide an end to end digital platform to allow cases to be processed more quickly and efficiently, reduce duplication across multiple Criminal Justice agencies allowing for a more agile approach to listing of cases supporting large backlogs to secure justice for victims of crime.

59. **Connect With People**

h. Citizen Experience

This project has delivered a number of key products which are helping the Force to better understand what matters to the public, to assess levels of satisfaction with the service WMP provides and to inform future service planning. This includes a set of service standards so that the public knows what it can expect from the Force, a Citizen's Charter to explain what good looks like in terms of values and behaviours and the ability to undertake sentiment analysis and satisfaction surveys using SMS technology. A review is also being conducted of the process by which members of the public can raise concerns, complaints and compliments about the service they have received to seek further improvements.

i. Digital Public Engagement Project

The Force defined its Digital Public Engagement Strategy in November 2021 aligned to the National Policing Digital Strategy. The stated aim of the National Digital Strategy is to provide: 'Modern, accessible services and channels that encourage the public to play their part in building safer communities.' A detailed delivery plan has been developed for the delivery of the strategy which includes procuring and implementing a social media management platform to view and manage public demand and contact more effectively for the force and improving and customising the two-way channel of public communication provided by the WMNow service.

60. **Estates Programme**

A dedicated Operational Command and control centre has been developed and delivered to better serve the public containing Front Line response services. Work has been delivered on the Force Museum and Heritage centre which opened in April 2022 and will be used to both inform and interact with the Communities of the West Midlands. A number of Neighbourhood Teams have been co-located with other Partners, enhancing the efficiency of the Force Estate.

61. **Stand Alone Projects**

    j.   Body Worn Video – Phase 3

Over 3000 next generation cameras' have been rolled out to frontline Police Officers to enable incidents to be recorded to secure evidence for the protection of the public or for judicial purposes. These camera's include new functionality including the ability to live stream video footage of ongoing incidents and share images directly with the CPS.

Annual Benefits Review (ABR)

62. The ABR provided an assessment of the live benefit position as at the end of September 2021 and provides a financial summary of the actual (and planned) cost and benefit position for the 'WMP2020 Programme' up to financial year 2026/2027.

63. The financial summary (table 1) provides a breakdown of costs and benefits, by individual programme and re-baselined to remove programmes that have now been closed and benefits realised. Only live projects and outstanding benefits are included.

Status	Programme	Project	Captial £	One Off Costs £	Cashable Benefits £	Recurring Costs £	Non Cashable Benefits £	Grand Total £
						Cost & Benefits Summary - FY22/23 to FY26/27		
Programmes closed	New Ways of Responding	BWV P1/2, Smarter R					- 3,300,000	- 3,300,000
	New Ways of Contact	NWoPC				1,201,988		1,201,988
Live Programmes	Our Data	Connect, DDI, Control W			324,900	- 6,019,000	19,017,855	- 124,000,000	-110,676,245
	Estates	Estates, Detained P, Heritage	109,115,844	22,885,289	- 7,121,306	10,434,714	- 8,009,320	127,305,221
	Improving Investigations	E2E, Review Tool, DES			- 1,013,000	1,327,284		314,284
	Standalone	BWV	3,463,119			5,926,058		9,389,177
	PBB	-			-23,000,000			- 23,000,000
Grand Total			112,578,963	23,210,189	-37,153,306	37,907,899	-135,309,320	1,234,425

∗   Please note the Estates Programme is currently being re-baselined.

Table 1: Financial Summary of WMP2020 Portfolio by Programme.

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

Status	Project Name	Crime FTE	DCC FTE	Local Policing FTE	Operations FTE	Security FTE	Grand Total FTE
Delivered	New Ways of Responding - BWV P1/2			-11.00	-6.00		-17.00
	Total (FTE)	**0.00**	**0.00**	**-11.00**	**-6.00**	**0.00**	**-17.00**
In Delivery	New Ways of Responding - Smarter R				-33.00		-33.00
	Our Data - Connect	-71.00		-139.00	-22.00	-10.00	-242.00
	Our Data - DDI	-65.00		-50.00	-39.00		-154.00
	Our Data - Control Works			-2.44	-6.19	-2.65	-11.28
	Improving Investigations - DES	-5.00			-6.00		-11.00
	Total (FTE)	**-141.00**	**0.00**	**-191.44**	**-106.19**	**-12.65**	**-451.28**
Grand Total		**-141.00**	**0.00**	**-202.44**	**-112.19**	**-12.65**	**-468.28**

Table 2: FTE efficiencies by Executive Portfolio

65. A significant number of non-financial benefits have transferred into business as usual. In line with industry best practice and managed as part of the normal performance framework.

66. A summary by project benefit realisation can be seen in the section below:

LIVE Programmes	Update
Estates	The following financial benefits are identified for each location: - Removal of annual revenue costs - Removal of essential maintenance costs - Capital receipt for sales - Improved facilities for staff and visitors Key success for the FY21/22 is the opening of C3 and the Event Control Suite for the upcoming CWG facilitating the clearance and sale of Aston Police Station. Covid has significantly impacted the original business case timelines and projected financial benefits. A revised estates strategy was approved in the Autumn which is currently subject to financial reprofiling and planning.
Our Data	A detailed benefit analysis for Connect was conducted which outlined a 10-year realisation timeline. with findings to be ratified once Connect go live – mixture of cashable/non-cashable/non-financial benefits. The Benefit Realisation plans will be transferred to individual departments in 2022 for management and delivery There are also 'system decommissioning' benefits that are expected to be achieved this financial year (April) as legacy systems are no longer utilised and therefore can be turned off.
Improving Investigations	Over a six-year realisation period 22/23-27/28, the following total benefits are expected with DES: £5m (Cashable + Non-Cashable). Benefits of DES are: - Saves time by investigators not going out to collect evidence. - Removes the need for digital evidence to be stored on CDs. - Supports public appeals. - Provides the necessary tools for investigators to review and prepare evidence themselves - Saves time preparing multiple copies. - Speeds up the preparation of evidence for use in interviews. - Gets quicker charge decisions. - Provides greater data security which reduces legal risk. - Allows investigators to work more collaboratively with colleagues and partners. - Reducing the end to end time to perform investigations and bring offenders to justice. The benefits of the Review Tool are: - Speed up the process of reviewing and understanding digital

	evidence from weeks to days. - Immediately view and interrogate digital data remotely without travelling to Ridgepoint House to collect discs. - Understand digital evidence quickly to increase case processing speed and quality of charging decision. - Interrogate data from across multiple related sources at the same time reducing duplication of work and saving time. - Release devices from Detained Property more quickly and provide transparency around disposal. - Increase speed by which devices can be interrogated allowing for a quicker return and therefore improving victim/witness satisfaction. - Enable more accurate searching and indexing to facilitate improved disclosure accuracy. - Reduce errors by having ability to produce standardized product with comments with disclosure output identifying what has been viewed and what has not.
Connect with People	The purpose of the Uplift project is to make a change in how WMP attracts and recruits a career in policing, create a workforce that reflects the community, put in place retention strategies and become employer of choice. All of this is to help deliver benefits including reduced dropout rates, improved candidate experience, reduced time to hire and increasing WMP capacity to investigate, respond and prevent crime. The project has identified a number of benefits with around 90% being non-financial. A high-level Benefit Realisation timeline has been produced and a reporting framework to feed into the department Performance Panels. The majority of benefits within Neighbourhood Policing and Investigations as shown in the table below is expected to be realised from April 2022 onward. The project profile extends until the end of the project in March 2023. All benefits are focused around increasing response to prevent crime and a detailed set of metrics have been established to measure them. Percentage of benefits by department: | ROCU	4%	PPU	7%
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Intel	4%	Other	12%
Response	4%	Forensics	13%
SOCEX	4%	NPU	21%
Custody	6%	FCID	22%	 The Citizens Experience Project aims to ensure that both our existing and future service offer is informed by feedback from members of the public. The benefit of the introducing these survey toolkits is that WMP now has a clearer idea about what matters to people and how well the public rate the service they receive. The SMS survey pilot has on average so far sent out 13,228 surveys per months and received an average of 1,233 returns. The cost of surveying has been £406 meaning that the cost of

	each response is 30p. The key metrics are as follows:
CWG	There have been a number of benefits identified for the project with 70% falling into the non-financial category and includes: - Improved relationships across the areas through community engagement. - Partnership working and increased collaboration / capability. - Use of technology and intelligence for safer games. The benefits are aligned to measures and being monitored / reviewed with majority expected to be realised post CWG.

Table 3: Spotlight on Programme Benefits for FY21/22.

Priority Based Budgeting Overview for Phase 1&2 FY21/22

67. The Priority Based Budgeting methodology has been used successfully as a cost reduction technique in WMP for the past 10 years. A new cyclical approach has commenced with projected savings of £3 million achieved for FY21/22.

68. All departments across the force will be reviewed over a two-year period with the following departments covered in Phase 1 & 2 this financial year.

69. The process commenced in June, with phase 1 concluding in October. Phase 2 will be finalised in March. The overall cashable savings identified from phase 1 & 2 are £5.4million which have now progressed to implementation with savings removed from the base budget.

70. Phase 3 will commence post the Commonwealth Games with predicted savings of £2million factored into the MTFP for FY22/23.

Next Steps

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

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