

Accountability and Governance Board

Notes of the Last Meeting

Tuesday 28 January 2025

These minutes provide a summary of key points raised during the meeting.

1	<p>Attendance</p> <p>Wasim Ali, Deputy Policy and Crime Commissioner (OPCC) Simon Foster, Police and Crime Commissioner (OPCC) Alethea Fuller, Deputy Chief Executive (OPCC) Peter Gillett, Director of Commercial Services (WMP) Scott Green, Deputy Chief Constable (WMP) Alex Godden, People Services, Service Director (WMP) Craig Guildford, Chief Constable (WMP) Jane Heppel, Chief Finance Officer (OPCC) Matt Welsted, Assistance Chief Constable (ACC)</p> <p>Apologies:</p> <p>Jonathan Jardine, Chief Executive</p>
2	<p>Notes of Last Meeting 17th December 2024</p> <p>The notes of the last meeting were approved.</p>
3	<p>PCC Update</p> <p>The Commissioner provided an update on four main matters.</p> <ol style="list-style-type: none"> i. The PCC acknowledged the tragic death of 12-year-old Leo Ross that has shocked the West Midlands. It was a brutal and abhorrent act of violence directed towards a child who had his whole life in front of him. My thoughts are with the victim's family. It is important that they receive all the help and support they need. Preventing violence and tackling knife crime is a top priority, this is because of the catastrophic, devastating consequences for all victims, families, and local communities. Violence and knife crime will not be tolerated, there is no place for it, and it is essential that whoever was responsible for this brutal and appalling crime is brought to justice at the earliest possible opportunity. The PCC will be holding WMP to account and will be working with the Chief Constable to ensure that officers and staff do all within their power to keep people safe and secure and deliver robust disruption enforcement, including continuing to rebuild community policing and specialist youth violence and knife crime guardian taskforce. We also need to invest in prevention, early intervention, diversion and addressing the underlying causes of violence and the work of our Violence Reduction Partnership is delivering an extensive and wide-ranging set of projects with the aim and intention of doing exactly that. The PCC is continuing to campaign for fair funding for WMP and he is committed to constant and unremitting action to prevent and tackle violence and knife crime to keep people, families, communities safe and secure and to save lives. ii. The PCC is asking the public for their views on investment they wish to see in the Force. On the 18th December 2024 he launched his annual public engagement on the budget. In the West Midlands, there are 800 fewer police officers and 500 fewer PCSOs than 2010.

	<p>The formula used to distribute police funding nationally leaves the force £40 million short every year. In 2025/26 the force was facing a potential shortfall of £25.5 million. The Government has given the PCC the ability to raise the police part of the council tax £1.16 per month or £13.95 per year for a typical Band E property. Without that increase WMP might be forced to close police buildings, reduce staffing in the 999 and 101 call handling centre or reduce the number of police cars. WMP council tax is currently one of the lowest in the country at £215.55 per year for a Band E property. This increase will take it to £229.50 per year. The PCC is seeking the views of the public to hear to what extent people they want to see investment in their police force or risk further costs cuts.</p> <p>iii. The PCC raised the launch of Operation Fearless on the 7th January 2025. First launched in and around Erdington High Street with a dedicated police team taking daily action on the crimes that affect the community the most. It is a major new drive with nearly £1,000,000 of funding being used along with using proceeds of crime seized from criminals to bring crime down and improve the quality of life of the people living in and around Erdington High Street. More than 100 people including partners across the region attended the launch. The PCC is committed to ensuring that there is a visible presence on the streets to keep people, families, businesses, and local communities safe and secure.</p> <p>iv. The Police and Crime Plan has now completed the formal consultation stage with the chief constable and West Midlands Police and Crime Panel. This plan is a pledge to ensure constant and unremitting action to hold WMP to account and to work with the Chief Constable and partners across the West Midlands to prevent and tackle crime, anti-social behaviour and promote community safety and to keep families, businesses, and communities safe and secure. The plan will be published at a launch event on the 26th of March 2025.</p>
4	<p>Chief Constable Update</p> <p>The Chief Constable provided a general update which covered the following:</p> <p>i. The Chief Constable (CC) gave his sincere condolences to the family of Leo Ross. Operationally the Force has committed a great deal of resource and investigative time to the murder enquiry. WMP continue to increase the level of visible patrols within that area. The CC reiterated that this is a live case and still appealing for information and would like the public not to speculate on any motives. Violent crime involving knives is falling across the West Midlands at a higher rate than in other comparable metropolitan areas. Not only are we seeing crime reductions, but our detection rate is also considerably increased.</p> <p>ii. Road Policing - The CC reported that they have continued with enforcement activity. There is increased staffing in the unit that processes fines, and the level of enforcement was increasing. This will help to address some of the serious and fatal road traffic collisions. In addition to the West Midlands area and West Midlands region, with local authorities, work on speed average cameras is a priority.</p> <p>iii. The CC reported an increase of their online presence and increased visibility with the new policing model in operation for the last 18 months. The CC reported they have surpassed the 20,000 mark with the CCTV secure portal registration.</p> <p>iv. Football Match between Aston Villa and Celtic Rangers on Wednesday 29th January - Expecting 10,000 Scottish Supporters of Celtic into the City of Birmingham. A detailed football response around resources and additionality which will have a safe and secure conclusion.</p> <p>v. CC updated on the call handling the figures. 'Andi Esra' is an IT embedded AI device to assist with call handling. The CC stated that figures are arguably the best in the country; the abandonment rate for this month on 101 line is reduced significantly.</p> <p>vi. Recent Government announcements - Neighbourhood Policing Grant is welcomed. This has been discussed from an operational perspective and will be spent wisely in the context of the wider funding position.</p> <p>vii. Our investments and our structure - The Digital Forensics Department has been used by HMIC and another force recently visit to learn from WMP.</p>
5	<p>Questions from AGB members</p> <p>Question 1: Tipton NHT (Asked by DPCC Wasim Ali)</p>

	<p>In September 2024, operational changes to the Tipton NHT, began to parade from West Bromwich and not Tipton. Advised this would have no impact on response times or visibility in the neighbourhood and that this operational change was a trial, pending review.</p> <p>Can you confirm that response times in the Tipton area have not worsened and that crime has not increased? In your view, was the trial a success and if so, why was it a success and will it continue?</p> <ul style="list-style-type: none"> • The trial lasted two weeks and was stopped due to operational reasons. • WMP confirmed there was no impact. • WMP advised contacting local neighbour inspector for additional details on this local decision. <p>Question 2: Female Officer Recruitment (Asked by DPCC, Wasim Ali)</p> <p>At Accountability and Governance Board on 26 November 2024, the Chief Constable advised that whilst female officer recruitment was down that quarter, it was unlikely to remain low, and was expected to pick up.</p> <p>Can the Chief Constable advise whether this has occurred, and if so, what worked well to return numbers to previous levels, and if this has not happened, what actions taken?</p> <ul style="list-style-type: none"> • There was minor impact, with the figures for the year-end. The total was 39.3% vs 2023 figures of 41.3% • Recruitment marketing took place over the Christmas period and into the new year. 432 applications were received. 44.7% of those applications were from potential female officer recruits. An increase to the numbers from last year • There are no specific actions as trends remain similar to previous years.
6	<p>Finance and Budget: Jane Heppel, Chief Finance Officer</p> <p>CFO thanked colleagues in WMP Finance Team and paid tribute to individual budget holders who have tracked and made efficiencies and sizeable savings in the estimates next year which allows a balanced budget to be delivered.</p> <p>The Commissioner thanked the CFO for the report and confirmed that both the PCC and CFO will be presenting the proposed budget to the Police and Crime Panel on Monday 3rd February 2025.</p> <p>The flexibility around the precept allocated by central government is £14.00 per year for a Band D property. The proposal is showing increase as £13.95. Can you explain why in the proposal is showing a difference?</p> <ul style="list-style-type: none"> • The CFO explained the legislation required to round no more than 2 decimal places. • The need to ensure the same percentage increase across each banding. <p>The PCC asked how much does £13.95 per annum for a Band D property raise in terms of contribution?</p> <ul style="list-style-type: none"> • £10.6 million. <p>The PCC enquired about county lines funding. We have not received any updates from Government. Can you clarify the implications?</p> <p>The PCC summarised a 3.7% increase in core grant for all areas. £339 million in total. £20.7 million from WMP which includes a £4.5 million transfer from police uplift grant.</p> <p>The PCC asked if this had been consolidated into the police main grant?</p>

	<p>DCS: Confirmed it had.</p> <p>The PCC referred to £100 million funding nationally for neighbourhood policing guarantee. £6.1 million in West Midlands. How will WMP benefit in real tangible term? Are members of the public going and notice a difference in the community policing that they receive on the ground?</p> <ul style="list-style-type: none"> • Subject to the grant, wider financial savings, efficiencies we must make and the decision regarding the precept, the Chief Constable's intention is to use the majority of that money to increase the numbers of officers, only in neighbourhood policing, but further grant clarity is required. <p>The PCC asked about the Firearms Licencing fees, is that something that West Midlands Police welcome and what sort of impact will it have in terms of its ability to build the resource firearms licencing in the West Midlands?</p> <ul style="list-style-type: none"> • We work in collaboration with Staffordshire Firearms Licencing. The cost of administering this process is not covered by the cost of the licence fees alone. We welcome the increase, but it will not cover the entire costs of the operation. <p>The PCC enquired about the new performance unit established by the Home Office to drive up performance and standards. What progress has been made in connection with that nationally and how is that potentially impacting on the service that people in West Midlands will expect from their police service?</p> <ul style="list-style-type: none"> • There have been some delays, but we have a good performance team, and we understand the statistics well, and these feed into Home Office figures. Ad hoc requests put pressure on the teams to respond in time. With additional cash and we should be better aligned to that going forward, but we are well positioned. <p>The PCC commended about the national police grant settlement this year will be a one-year funding settlement. There is a comprehensive spending review that will be looking forward to later in this year but what action is planned proactively to input into that spending review governing the investment in policing for, potentially, the following three years.</p> <p>The CFO has been involved at a national level. We are briefed by the National Police Chiefs Council. Three key areas of focus (1) capital and capital investment; (2) recognition of the unforeseen consequences of a very quick recruitment process and how quickly the move to different pay scales, which is a budgetary pressure; (3) National policing reform agenda and appetite for government drivers linked to IT and AI.</p> <p>WMP are ahead of the curve and acknowledge that there will be some difficult operational decisions to make. WMP will look again at the non-pay efficiencies i.e. contracts, and tough decisions around estates. Priority based budgeting gives us an opportunity to plan and invest in areas e.g. new technology.</p> <p>DPCC continued to ask about retention and what is the strategy for maintaining an officer headcount of 8,086 and 300 PCSO's. What are the pressures?</p> <ul style="list-style-type: none"> • We have fewer officers than 2010 and this has a direct impact on our capacity to investigate and be visible. PCSOs are a key part to our policing module, but Officers should be first to go to an emergency and to investigate rather than a PCSO. PCSO's are a key part of the policing operating model. <p>DPCC - What is the relationship between the success of our Premier League clubs and the income we receive in supporting police officers at those grounds?</p> <ul style="list-style-type: none"> • Football is subject to a national charging mechanism. It does not cover the operational costs. WMP jointly risk assess all the matches with the clubs. The resourcing is based on risk rather than the income. Public safety comes first. WMP would welcome any change around the charging mechanism.
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	<p>The PCC asked for clarification in terms of anticipated additional costs to the supply chain due to National Insurance increases?</p> <ul style="list-style-type: none"> All our suppliers will be subject to the increases of employer National Insurance contributions. WMP have regular procurement and contract management meetings with suppliers. One supplier to date who has raised an issue about the viability of the contract, but not yet specifically formally requested a contract variation. WMP are mindful of the impact and continue to talk to suppliers around their current position and viability. <p>The PCC asked WMP to explain how Home Office national funding has impacted on the ratios between police officers and PCSOs?</p> <ul style="list-style-type: none"> The money is often conditioned by grants. WMP have to balance police officers, PCSOs and staff. There are 800 police officers down from 2010 and a few hundred PCSOs down this explains why it is different to anywhere else. WMP will spend to the maximum and be flexible when WMP employ people. <p>The PCC asked for the CFO and DCS to confirm the timeline in setting the WMP budget as he will be presenting before the Police and Crime Panel on 3rd February 2025, next steps, and the outcome in terms of the police precept.</p> <ul style="list-style-type: none"> CFO outlined the process. Should the P&CO support the proposal, OPCC will write to the billing authorities and the OPCC will publish the decision notice.
7	<p>WMP Change Strategy: ACC Matt Welsted</p> <p>This item was presented by Matt, Welsted, Assistant Chief Constable.</p> <p>The PCC asked for examples of how WMP have been able to adopt notable practice from elsewhere in policing and examples in other areas of policing benefiting from this practise within the West Midlands?</p> <ul style="list-style-type: none"> The National Science and Innovation Board is taking the lead from a technology perspective. The college practice bank for what works well on the website. Domestic Abuse desk, video conferencing for domestic abuse victims. Redaction of personal details and information – WMP have identified best practice including significant benefits with an automatic process that helps officers. WMP explained that Force contact has had significant interest from other forces who have visited and have followed WMP approach adopting 'Andi Esra'. Custody processes for those who are neurodiverse autistic and shared knowledge with other forces to improve their custody arrangements. <p>The PCC referred to paragraph 6 - change board, design, and delivery of projects, and paragraph 11 - capability enhancement being documented, evidenced, and delivered effectively. How is that captured in one place so that it is understood rather than looking in multiples places to see the whole picture.</p> <ul style="list-style-type: none"> Each project has a templated documentation that is expected to be completed to include benefit mapping and benefit tracking plans. All projects feed their documentation into the Portfolio Office. The Portfolio Office provides to the Design and Delivery Board for entering the board and scrutiny The Change Board is the mechanism for organisational currency on what is happening now and how decisions are made. <p>The PCC referred to page 3 paragraph 12. WMP launched its corporate change function. When and why was this done? Is there any evaluation on its effectiveness of the change function.</p>

	<ul style="list-style-type: none"> • In 2024, when the Force went through a change of leadership and a review was completed, the decision was made to create a corporate development department. This has been helpful in terms of clarifying the role, expectations and improving performance. • Governance and quarterly performance reviews of corporate change are held. • The feedback is positive from operational leads, but there is no evaluation report around that. This will be raised with the Deputy Chief Constable. <p>The PCC referred to page 4 which says that improvements driven in public contacts has been a success story. To what extent has that improvement been due to improvements in technology or increased investment in terms of people's time? Are you able to indicate what you think was the single biggest factor in delivering that success story in public contact and the extent to the which that learning has been capable of being implemented in terms of other organisational change that is taking place in WMP?</p> <ul style="list-style-type: none"> • ACC agreed that the success story is the public contact • Difficult to identify one single factor but highlighted the use of technology, in terms of 'Andi Esra' • Prioritising contact in terms of structure, staff resources and attitudes. All calls are valued. • The structure was changed to ensure more operators, recruitment process, staff work from one location, wearing uniform to professionalise the work. • Invested in technology e.g. 'Andi Esra' and other technology to help staff to work more efficiently. • The expectation is to have 'Andi Esra' as the single triage that has the capability, to understand the demand; to target, resolve and supply a better service. • Recognising that the public need help, part of what Andi Esra does is it promotes calls which are from the most vulnerable callers and will pass to the next operator. Even when there are high volumes of calls, WMP are reassured that the most vulnerable are to getting essential policing services. <p>The PCC asked about the implementation of Operation Vanguard. How do you think that the Change Strategy can continue to contribute to continuous improvement in connection with investigations?</p> <ul style="list-style-type: none"> • ACC explained that this was to support various themes together into a coherent plan, mapping interdependence, business design and implement solutions. • Three key costs are the Senior Project Manager, Business Analysts and Change Practitioners. • Change Practitioners provide an essential role to help to understand why we are making changes, and to embed those changes. • The Chief Constable has highlighted the successful CCTV registration process that makes it easier for officers to know that there is local CCTV footage. • ACC explained we are in the process of finalising our business requirements to go out to procurement to buy in capability to help to understand that feedback sentiment. This will be commissioned through the Change Board and this will be fed back shortly. <p>How can we take the way we have implemented organisational change and some of the technology investment around Operation Vanguard and use that to improve victim code compliance and case file quality,</p> <ul style="list-style-type: none"> • Operational Vanguard investigators dashboard. • ACC explained the difficulties officers experience when busy to see what actions they need to follow. • The dashboard provides individual officers clarity over a crime, what action is needed, update victim and investigation plan. • Provides insight and capability for supervisors which makes them more efficient, effective and significant improvements in terms of our adherence to our policies • The gap is in the victim sentiment space. This is the reason to commission more powerful insight tools to achieve that.
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	<ul style="list-style-type: none"> • Higher quality is a national challenge, and this is directly linked around our RMS. We want to ensure WMP record management system is fit for purpose. • Artificial Intelligence has opportunities in this space, certainly around statement quality. • We know our challenges and we are looking at opportunities to bring that into the WMP moving forward. <p>The PCC referred to page 5 - National and Regional Science and Innovation funding, STAR funding. Is that funding commensurate with the importance of this issue and the scale of the challenge that we have? Should there not be some national capital funding strategy to be ensuring that policing can invest properly and as stated in another part of the paper that this funding is being competed for by a variety of difference agencies, including the National Crime Agency?</p> <ul style="list-style-type: none"> • It would be beneficial for one central larger pool and avoid competing against other forces as this is not a large pot of money. <p>Deputy PCC: How does West Midlands Police ensure the quality impact assessments are thoroughly completed?</p> <ul style="list-style-type: none"> • ACC confirmed that quality impact assessment forms are required in all change projects. WMP use specialist resources for equality, diversity and inclusion, part of HR. • A number of staff networks will present groups with specific characteristics or specific interests. • It is a robust approach which continuously evolves. <p>Deputy PCC: How does the financial change board ensure that the change financial oversight of the change portfolio aligns with budget planning and delivers value for money?</p> <ul style="list-style-type: none"> • Any change programme goes through to the Change Board. The Change Board is chaired by the DCC who has the authority to decide and agree on those changes and implement them. • The Change Board has two strands. 1) the benefits, and risks, 2) the financial implications • For the 2025/26 performance year, we will be shaping the change programme and portfolios to focus on those things that identify significant savings for the Force. • Additional governance board introduced and OPCC CFO and DCS are in attendance. • There is appropriate oversight reflected in the budgets and capital investment <p>Deputy PCC: What is the role that the ethics panel involving analytics or AI adhere to legal and ethnic standards?</p> <ul style="list-style-type: none"> • All modern police forces must understand and embrace technology. WMP work collaboratively with the OPCC who commissions WMP data and ethics panel. • Terms of Reference under review, to refer to it as a panel rather than a committee. • They are independent of policing and represent specialist knowledge, data and analytics and the community. • Working closely with the OPCC to ensure that the panel has the right skills, the numbers of people, and the right authority to provide advice. • It is an important role in thinking through technology or data analysis and what implications it might have on our community. <p>DPCC asked what steps have WMP taken to mitigate the risks associated with change fatigue amongst staff?</p> <ul style="list-style-type: none"> • The police are one continuum of change. We support the staff around changes and continuum. • We engage the staff more, especially those at the frontline of the change. • Information from grass roots to inform the structures. • More people delivering the service to the public and less people involved in the management of that service. <p>DPCC How does WMP make sure staff are engaged and bought along?</p> <ul style="list-style-type: none"> • The key factor is engaging with staff
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	<ul style="list-style-type: none"> • WMP follows its own governance, for any impact on staff and follow the People Change Policy. • The most important is WMP's approach to change is wherever possible the people who it is designed for those who are those who are doing the job. • WMP have received over 600 suggestions via the innovation portal. • We hold a monthly change chat. • We continually look for better ways, time is invested and effort trying to help people understand change. <p>DCE referred to the capability of MS 365, how you are utilising that, how you are implementing that. How are you managing that capability?</p> <ul style="list-style-type: none"> • WMP approach has been successful and there have been highlighted some good case studies, e.g. custody solicitors have saved thousands of hours and improved communication • We are going to change our own internal governance around that and Assistant Director Helen Davies, IT&D department will be chairing a board. <p>DCE referred to engaging with staff associations networks in terms of change. How do you do that and what is the input with staff associations?</p> <ul style="list-style-type: none"> • WMP engage at many levels, supervisory, departmental, manager and executive level with the JNCC arrangements. • The CC, CCO, ACC, DCS meet with the staff associations on a regular basis, staff associations provide WMP with direct and dynamic feedback. • WMP try to anticipate issues and think about the likely consequences before they happen. The Pod review enabled us to discuss the areas we are likely to disagree on, so that we can have that open professional discussion. The needs of the public come first. <p>CFO referred to data is an asset, that is an invisible asset. WMP are going through such rapid change data architecture how are you keeping the data mapping up to date?</p> <ul style="list-style-type: none"> • WMP acknowledge that this is a challenge for all forces, because of the volumes of data. Every single contact and interaction results in data being collected across the board which is a real challenge • The Data Analytic Strategy, Data and Analytical Board and the Data Assurance Board has been set up for this specific challenge • Information asset registers record all WMP systems that contain data, each piece of data has an owner. • This generates a record of process activities, describes what data WMP hold and what we are doing with that data. • A challenge of policing is the sharing of information. WMP have completed a systematic review of the sharing agreements. • Operation Stemson has two elements; physical paperwork that is held in storage and our handling of detained property that officers seize which may be part of a crime investigation • Chief Constable has agreed over the next two years to try and systematically revolutionise the whole approach. <p>CFO How are we going to constantly manage the overall network work so that we can understand any new information asset? How tracking the use of storage because Operation Stemson is the approach to reduce physical evidence storage?</p> <ul style="list-style-type: none"> • WMP explained that these are real challenges. We turned have stopped physical paper and it is now in a digital format. • It still leaves with a body of physical assets which needs to be reviewed, retained, or disposed which is what Operation Stemson does. • We will be digitalising part of that paperwork but some of it we will need to keep it because of its nature. The most sensitive and critical information, we intend to store for 100 years. We have a plan to do that within our existing estate. • The digital cleansing is a challenge, hence new Record Management System. • Our IT strategy includes balancing of storage costs because data management is costly.
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	<ul style="list-style-type: none"> • The DCS is balancing the differing technologies and the infrastructure to minimise costs and maximise security and safety. • WMP allow information management and information technology to digital within the same structure to both ensure that WMP understand the systems and the system architecture. • WMP have worked with suppliers in terms of our cloud storage and we currently operate with the two major providers to drive storage costs down. • WMP recognise the costs of data in the cloud and need to ensure there is the right balance. <p>The PCC refers to the Innovation Portal supplemental paper 7b. There have been 598 suggestions submitted. Can you give one example of a suggestion that has been developed.</p> <ul style="list-style-type: none"> • Innovation Portal shows engagement with our workforce and was taken down in January because it was so successful. WMP are now using MS365. • WMP triage each suggest which goes to the business area to view and make comment and decide of viability. • Where viable we are keen to move them forward as quickly as possible. • Examples include changes to a form that officers use, also relating to Operation Stemson and webservices or applications. <p>The PCC referred to Single Online Home Section 4 - Do you think the wider public is sufficiently aware of Single Online Home, can we improve the public's awareness?</p> <ul style="list-style-type: none"> • Single Online Home adopted by 42 forces, a single familiar approach across the country • WMP link with national communication which is similar to the 101 system. • We have a range of contact methods in place, i.e Single Online Homes, intercoms at Police Stations, front counters, Officers on patrol, 101, 999, social media footprints, but the public are consistently choosing to use the phone. • Single Online Homes not likely to dramatically reduce call volumes, the cohort of people choosing it seem to be younger and more digitally connected. <p>The PCC referred to Quality Assessment Thematic Tool (QATT) How does QATTs work and how does it improve capability and quality?</p> <ul style="list-style-type: none"> • This links to victim contact and investigation quality. • WMP can measure the numeric behind all those metrics, e.g. whether an officer has recorded victims contact or whether a file has a statement attached but this does not speak about the victim's experience quality. • QATTs analysis is a quality thematic testing. This is completed for every single person from every single officer, inspector up to Chief Constable every single month selected randomly across the force • These themes are about how the victim has been treated, how the suspect has been treated, have all the investigative steps been followed particularly if it relates to domestic abuse, have we considered an evidence led prosecution. • WMP are harsh at scoring but are slowly improving as we share the learning. Allows the Vanguard Team to qualitatively analyse that data to therefore inform the training. <p>The PCC referred to the Evolves Framework - Why was it necessary to implement and what was it designed to achieve?</p> <ul style="list-style-type: none"> • Previously decisions were made to file crimes where the value of the damage was not significant enough or that too busy. The Evolve Framework changes that mindset. • Where evidence and the victim want to pursue, it is WMP job to do our very best for the public, considering our resources. • The EVOLVE (mnemonic) framework guides officers through the process to consider all steps before deciding how to progress. <p>PCC asked what training in place to support change?</p>
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	<ul style="list-style-type: none"> • Each change goes through an assessment process to understand the implications. Training needs analysis completed where bringing in a new system, target training and ongoing support. • No one size that fits all, constant reviews as training can be expensive and ineffective if not delivered correctly. • Requires a targeted and tailored approach.
8	<p>Supporting the Workforce: Alex Godden, People Services, Service Director</p> <p>This item was presented by Alex Godden, People Services, Service Director</p> <p>PCC referred to the second bullet point on page 1 regarding challenges in recruiting candidates from Black and Asian Minority Ethnic backgrounds. Why are candidates either not applying in sufficient numbers or not being successful? How will there be any continuous improvement in order to deliver the change that we want to see to ensure we have a police service that is representative of the communities that it serves?</p> <ul style="list-style-type: none"> • Previously there had been limited data at the time to understand barriers. However, we now have that functionality to start ethnicity reporting • We can report at which stage of the recruitment process applications failed, whether it was the national assessment, the internal face to face interview etc. • The next stage is to analyse the data, to understand the challenges of attracting and recruiting. • To develop a credible plan to make a lasting difference. <p>DCE asked why are we not still in a place where we are getting to the numbers that we want?</p> <ul style="list-style-type: none"> • We do have police action plan. Black communities have lost confidence in WMP and feel under protected and over policed. • Ethnic Minority recruitment is 10% and has been increasing. • Recruitment is predominately filled by people from Asian and Asian heritage backgrounds and less black and black heritage backgrounds, this is our biggest singular challenge in recruitment. • We have the Police Race Action Plan because black communities compliment policing, this continues to be a challenge and a priority for the Force. <p>DCE. The black community will tell you what the issues are. In terms of future work, when talking about dropping out rates who will be analysing the data and what that is? Have you got an insight into what that is now?</p> <ul style="list-style-type: none"> • Data for black and black heritage recruitment is not to hand at this meeting. In 2023/24 the total leavers through resignation were 9.3% of that percentage ethnic minorities groups were disproportionately higher at 13.8%. • That figure is affected by student offers, over the last 3-5 years disproportionately more ethnic minority officers leaving at a higher percentage than other groups. • WMP be pulling together all that work and the action plan element and increase specific recruitment data from WMP local HR teams and further work will continue with supervisors and sergeants to enable us to pull together a more robust plan. <p>The DCE asked if there a timescale in terms of having that the plan</p> <ul style="list-style-type: none"> • On agenda for the next quarter. More accurate data will follow during the next financial year.

	<ul style="list-style-type: none"> • The National Survey will have a well-being focus. WMP also want to look at issues around retention and support people in those thematic and exposed roles. • Questions are under development. WMP are feeding into working groups and will be rolling out soon. • We would welcome the opportunity to work with National College on national initiatives, i.e. Pilot Force. <p>DPCC enquired on the work WMP are doing in schools, colleges and universities and if it is not being done already the work of the new police cadets that work as ambassadors from the force.</p> <ul style="list-style-type: none"> • Much work has taken place with colleges, schools, and other institutions with the Outreach Team on focused events. • WMP work very closely and recruited ambassadors in all of departments for our LPAs, by upskilling ambassadors in awareness of all the entry routes, support for new applicants and new recruits and interacting with their communities. • We are focusing on the work experience offer and refocused direction. By working closely with one or two schools and giving a bespoke offer those schools from hard to reach areas, this is where we would like to get those community links • First come first served but we are going to focus on the right school for the right children. <p>DPCC referred to 30.7% specials from ethnic minorities in November 2024. Is there any work that is being carried out encouraging them to apply for positions within the force?</p> <ul style="list-style-type: none"> • We do have success with specials becoming PCSOs. • All training comes from our training teams that deliver the student recruitment training, sharing news and publicising CPD events we will a contingent from recruitment to support. • We have a newly recruitment manager who is a special himself which will really help way in linking in this. <p>The PCC raised that psychological disorders is the largest reason for sickness absence. Do we understand what is causing that, whether that is higher or lower than on previous years and whether there are any benchmarking comparisons with other forces?</p> <ul style="list-style-type: none"> • October 2023 vs October 2024 - 950 fewer working days lost from psychological orders, broadly similar levels. This is absolutely a national leading trend, as confirmed by the National College hence our heightened focus. • Data being analysed to look at sickness trends, reasons and really working closely with those individuals, supervisors, and teams to understand is it due to one significant trauma event or wider service issues. <p>PCC noted around five issues that requires attention including less than 50% of referrals into OH as being accepted and indeed the rate of attendance at those appointments, the need to fill vacancies within the OH establishment and also reducing the average time available for appointments and also in term of the provision of reports as well from OH ensuring that they are provided in good time.</p> <p>Have retention conversations been effective either in terms of actual retention or any learning for future implementation?</p> <ul style="list-style-type: none"> • The retention conversation takes place once somebody has submitted their resignation
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	<ul style="list-style-type: none"> • Of our 2024 student officers, 105 resignations and we are able to offer a retention or exit interview • The two main leaving reasons are alternative paid employment or career path not right for them. This relates to our work around attraction and recruitment and being very clear about the role to those candidates applying, i.e. What it is like to be a police officer and physical operational nature of the job and to really engage in discussion. • Emphasising have that career conversation prior to joining the organisation. • Considering a change in approach of exit interviews, as can opt out change language to encourage to take part in the discussion. <p>Due to the time, the PCC drew this agenda item to a conclusion and thanked the People Services, Service Manager for attendance, presentation and answering questions.</p> <p>PCC gave thanks to everybody who attended and contributed to the meeting.</p>
	<p>Date of the Next Meeting Tuesday 25 February 2025</p>
9.	CLOSE