



**Accountability and Governance Board**

**Minutes of Meeting**

**Tuesday 23<sup>rd</sup> September 2025**

1	<p><b>Attendees:</b> Sue Davis (Chair of the Joint Audit Committee, OPCC) Simon Foster (Police and Crime Commissioner, OPCC) Chief Superintendent Scott Griffiths (Head of ROCU, WMP) Chief Constable Craig Guildford (Chief Constable, WMP) Jane Heppel (Chief Finance Officer, OPCC) Jonathan Jardine (Chief Executive, OPCC) Lynn Joyce (Head of Internal Audit, OPCC) Esther Martin (Deputy Head of NABIS, WMP) Assistant Chief Constable Ian Parnell (Assistant Chief Constable, WMP) Natalie Queiroz (Victims Advocate, OPCC) Superintendent Emlyn Richards (Superintendent, WMP)</p> <p><b>Apologies:</b> Chief Superintendent Nicki Addison (Head of Force Intelligence, WMP) Wasim Ali (Deputy Police and Crime Commissioner, OPCC) Chief Superintendent Peter Henrick (Head of NABIS)</p>
2	<p><b>Notes of last meeting Tuesday 22 July 2025</b> The notes of the last meeting were approved, and the Police and Crime Commissioner (PCC) confirmed there were no actions arising.</p>
3	<p><b>PCC Update</b></p> <p>The Commissioner provided an update which covered the following:</p> <ul style="list-style-type: none"><li>I. This year sees both the 20th anniversary of West Midlands Safer Travel partnership and the launch of our new strategy and Delivery Plan for 2025-2028. The delivery plan ensures we continue to keep people safe on public transport. Just 2.2 crimes are reported for every 100,000 journeys which shows that public transport in the West Midlands is safe for the majority of passengers. However, the PCC remains committed to improving further. Ensuring the public transport network is safer for women and girls is a top priority and actions have been set to achieve this, these include combining better design, new technology and dedicated officers. The strategy and delivery plan will run alongside the Police and Crime plan to ensure that all possible steps are taken to keep people safe on public transport in the West Midlands.</li><li>II. The West Midlands has achieved a reduction of more than 25% in knife enabled robberies. This is the biggest fall of all of the seven police forces that were part of the dedicated government task force. The reduction is testament to the action taken by West Midlands Police (WMP) and the essential investment in wider prevention work taking place within the Violence Reduction Partnership (VRP). The PCC will continue to hold WMP to account to ensure this positive trend is maintained.</li></ul>

	<p>III. His Majesty's Chief Inspector of Constabulary (HMCIC) published his State of Policing report on 10th September. The PCC highlighted comments from HMCIC around The Spending Review 2025 which HMCIC said has given a degree of medium-term financial certainty to forces, but the way the funding is distributed still needs to change because it is outdated and unfair. The Government has not yet signalled an intention to address either of these challenges during its police reforms. HMCIC said that the way funding is raised and distributed is outdated and unfair and that the formula used to distribute central government grants, has remained unchanged since 2013. Forces have recognised this for many years and the Home Office is aware of the concerns yet there still aren't any proposals to revise it. The PCC agrees that the national funding formula is outdated and unfair. The consequence for WMP is having 700 fewer police officers now than in 2010. The funding formula disproportionately disadvantages the region by about 40 million pounds a year. The majority of other police force areas now have as many or more police officers than they had in 2010, and in many cases, more police officers than they've ever had. This is not fair and the PCC will continue to call on the government to right this wrong. The existing formula fails to consider the pressures and demand on policing in the West Midlands, from serious organised crime to safeguarding vulnerable people.</p> <p>IV. There has been recent media interest in a national programme called Right Care, Right Person. The programme was implemented following findings from a report by HMICFRS which found that the police should not be expected to pick up the pieces of a broken mental health system and that policing needed to be the last resort and not the first port of call. The PCC has been holding WMP to account to ensure that people facing acute mental health crisis receive treatment and support from specialist and trained mental health care professionals. The PCC is committed to continuing to hold WMP to account and to work with partners to ensure that they protect the public and improve outcomes for vulnerable people facing acute mental health crisis across the region.</p>
4	<p><b>Chief Constable Update</b></p> <p>The Chief Constable (CC) provided an update which covered the following:</p> <p>I. WMP Performance overall remains strong, specifically in the reduction of knife enabled robbery, WMP have had a number of visits from other forces to see how they are working on this operationally, and also looking at their strategy and overall approach. The College of Policing is sponsoring a piece of work that's being done by the Home Office looking at the Super Hexagon approach so WMP will be receiving some funding in the coming weeks. WMP recently had a visit from the Home Office crime recording expert. They were very pleased with both the reductions and how the crimes are recorded.</p> <p>II. Despite the funding challenges mentioned in the PCCs update WMP request that The PCC continues to invest in the Estate. Recently there have been big announcements around Stechford and Wolverhampton which show good investment in the Estate.</p> <p>III. WMP are top of the UK performance tables for 101 and 999 calls. Other measures are: making the right decision, treating people with empathy and</p>

	<p>care and response times. For all of these measures WMP were rated 'good'. On average, WMP get to a 999 call, within 10 minutes against a 15-minute target.</p> <p>The Neighbourhood Policing Guarantee means each ward will have dedicated neighbourhood officers and members of the public will be able to easily find the officers details online. Feedback suggests WMP were one of the first forces to implement this.</p> <p>IV. Training has begun for mounted policing; some officers have already completed training and some training is still taking place. Having a mounted force will be a big benefit when it comes to the policing of public events and public order.</p> <p>V. WMP recently conducted a Multi-Agency Road Safety Operation which lead to a few arrests and vehicle seizures. Operation Snap has continued to be effective and resources in this area are going to be increased. The number of people prosecuted for road traffic offences has nearly trebled in only the last 18 months.</p> <p>VI. A lot of WMP resources have been allocated and a dedicated command team set up for a rape in Oldbury. There's lots of work going on to reassure the community.</p> <p>VII. Another area of focus has been the shooting which was at Mango nightclub. WMP have made a number of arrests. Positive steps are being made but the CC is limited on how much he can say at the moment in the public domain.</p> <p>VIII. WMP have charged an individual for a murder over the weekend in Birmingham which involved an arson.</p> <p>IX. There has been a large amount of social media interest on a particular incident, 2.7 million views were recorded on an incident with two young police officers. There was a false narrative being portrayed which the CC corrected. Correcting the narrative on issues like this is not something WMP do routinely but an investigation confirmed that the officers were acting properly. Some of the clips on social media were quite misleading and very selective.</p> <p>X. Summer demand has been very extensive over the UK. WMP have been supplying resources both across the West Midlands and also to London, Essex, Devon and Cornwall, and Warwickshire. WMP figures show the highest ever number of arrests for two consecutive months over the summer period. WMP are averaging 200 arrests a day.</p> <p>XI. WMP have referred number of cases to the Operation Hydrant team but are ready to do any further work on those cases that are returned to them. WMP have repositioned their approach when it comes to grooming gangs, particularly those involving children. Within the existing resource they will be creating a proactive CSE team which will be dedicated to that area of business.</p> <p>XII. Recruitment remains strong, however, as mentioned in the PCCs update WMP are ready to receive more officers.</p>
5	<p><b>Questions from AGB members</b></p> <p><b>Question 1: Upcoming Sentencing Bill 2025 (asked by Natalie Queiroz, Victims Advocate)</b></p>

- With the upcoming Sentencing Bill 2025, the Ministry of Justice have announced that up to 22,000 more offenders and defendants will be tagged each year as part of the Government's Plan for Change. This has resulted from a significant £100m extra investment and new expectation all prisoners will be tagged when leaving jail. The Probation Service will obviously lead on the monitoring of these offenders, but could you please outline if and what plans and discussions are happening to work with the probation service about how these people on tag will be monitored and ensure the public are being kept safe, especially victims of these people?

This will place a significant strain on partners and WMP will have to change the way that they conduct offender management activity. In response to that increased demand WMP will look at the criteria for entering offender management and how this is monitored. WMP haven't been given any further additional resource to deal with this demand. The expectation is that it will be introduced gradually and WMP will be at the forefront of deciding which particular offences and offenders are going to get the most attention.

**Question 2: County lines data (asked by Natalie Queiroz, Victims Advocate)**

- WMP County lines data is not raising home invasions (cuckooing) as a local concern despite the general acceptance of this as a modus operandi for county line gangs. How are WMP working with local partners to identify and support potential victims of cuckooing, and preventing vulnerable people becoming future victims? What more do you think could be done to effectively address this?

Other forces like West Mercia, Staffordshire and Warwickshire all have high threat assessments regarding cuckooing, WMP have a lot less reports however WMP will share intelligence with everybody in the surrounding forces, particularly where it's a West Midlands offender.

- What is WMPs experience of working in partnership with social housing providers and the private rental sector? How could this be improved to maximise positive impact and results?

It's much easier and WMPs partnership is stronger with the bigger organisations. It's more difficult with providers of HMOs because they are not as regulated. WMP would welcome further regulation from local authorities and from government around the HMO sector in particular.

**Question 3: Safer Streets Summer Initiative (asked by Natalie Queiroz, Victims Advocate)**

- The Safer Streets Summer Initiative (SSSI) is already delivering results with positive action taking place across all LPAs. There is however significant variance in relation to the use of enforcement measures. What are WMP doing to ensure that all areas are maximising impact for their town centres?
- How can the learning gained from the SSSI be effectively utilised across WMP in day to day delivery and in any future such initiatives?

The initiative is three months of measured activity, It commenced on the 1st of July . WMP together with the PCC submitted 28 plans for various town centres and high streets. The outcome submissions are sent to the Home Office on the 15th of each month and so far, WMP have submitted two months' worth of data. Figures show more outcomes from each individual arrest. All of the LPAs and the CSPs have provided a dedicated SPOC, and their activity is being monitored on a fortnightly basis. When the initiative finishes ACC Paul Drover will be having a debrief with all

	<p>of the lead officers and the SPOCs to see if any of the learning could benefit the other areas.</p>
6	<p><b>JAC Annual Report</b></p> <p>The item was presented by Sue Davis (SD), Chair of the Joint Audit Committee. The following discussion took place:</p> <ul style="list-style-type: none"> <li>• Paragraph 2.2 you say that the Committee's responsibilities are additional and supportive to those of the Chief Finance Officer. could you explain how you work with the Chief Finance Officer to ensure that that work is as effective and efficient as possible?</li> </ul> <p>The Committee has a good relationship with each of the chief finance officers and keep in regular contact with them. Conversations take place as and when issues crop up. The Committee has open conversations about how financial performance is being monitored, and this year will be seeing some additional papers, with a particular eye to the savings plan and how the savings plan is being delivered. The Audit Committee will be looking at management accounts as they come through rather than waiting until the end of the year.</p> <ul style="list-style-type: none"> <li>• Paragraph 3.3 – As the Committee relies heavily on the work of Internal Audit, do you feel assured on the progress that Internal Audit are making to comply with the new Internal Auditing Standard that came into effect in April?</li> </ul> <p>The Committee does feel assured. The Head of Internal Audit pays very close attention to whether the Audit Team and the Committee, are meeting relevant standards. Regular external evaluations take place as well as annual evaluations of committee members work. If those evaluations highlight any issues they are resolved right away. The Committee now has a new member who is experienced in audit and also the Deputy Chief Constable has a vast knowledge of audit, so there is a lot of expertise.</p> <ul style="list-style-type: none"> <li>• Paragraph 3.5 The composition of the Committee has changed over the last 12 months and the report describes the efforts made to upskill the new members – Are you content with the support provided to induct and train and the new members and do you feel the skills of the new members will continue to allow the Committee to fulfil its responsibilities?</li> </ul> <p>Yes, however it is a slow process, as the new members undergo training and develop their knowledge. There was good attendance at the CIPFA online training course.</p> <ul style="list-style-type: none"> <li>• Paragraph 3.14 - The report references some concern raised by members as that they didn't feel sighted on all sensitive risks - Have these concerns now been resolved and if so, is the Committee confident that the information shared with them allows them to have sufficient oversight of risks?</li> </ul> <p>The concern arose because there was a change in the way the force was reporting things. It wasn't a long-standing issue, it was just for one committee meeting. An agreement has now been reached, so the committee are seeing the risks. They are being discussed in private session, but the committee are cognizant of them and are proceeding in the right way.</p> <ul style="list-style-type: none"> <li>• Paragraph 3.13 There is a reference to there not having been any private meetings between the PCC or the Chief Constable and The Chair of the Committee for some time.</li> </ul>

	<p>The PCC and CC both confirmed that they are happy to commit to meeting with the Committee at the earliest reasonable opportunity.</p> <ul style="list-style-type: none"> <li>In the presentation it was mentioned that the Committee lost one of its panel members who was an expert within the victims' field. Natalie Querioz offered to talk to the committee around victim matters such as victim's rights and the victim's code, to provide additional knowledge for when they're looking at those papers in future.</li> </ul> <p>SD will contact NQ directly to arrange this.</p>
7	<p><b>SOC and Exploitation and ROCU</b></p> <p>The item was presented by ACC Ian Parnell. The following discussion took place:</p> <ul style="list-style-type: none"> <li>Page one, paragraph two shows impressive numbers in terms of recent achievements on the part of the West Midlands Regional Organised Crime Unit (ROCU). What are these significant increases in disruption enforcement attributed to? Is it an increase in the uplift of officers, financial investment, a change in strategic aims and objectives, improved intelligence, or a combination of all of the above?</li> </ul> <p>It's a combination of all of the above. There is a more efficient operating model now which focuses on the right activity at the right place at the right time. Cyber is a particular area of interest at the moment. WMP have a very well skilled and trained cyber team based within the ROCU, as well as within the force and these teams are able to support national partners in order to tackle these areas of concern.</p> <ul style="list-style-type: none"> <li>Page two refers to a total of 677 adults and children who've been safeguarded as a result of ROCU activity, could you provide any examples as to what the outcomes of that adult and children safeguarding would be in a range of those cases?</li> </ul> <p>There are dedicated operations that are looking at targeting those who exploit the vulnerable, but there are also operations looking at recovery of firearms or drugs. For example, where police have recovered weapons and drugs from locations where individuals have been involved in distribution of those drugs but have also been exploited in terms of harvesting crops of cannabis, individuals who have been involved in criminal activity but their youth or their vulnerability has been exploited by that crime group. The challenge then is making the call around whether to go down a prosecution line or a safeguarding line because it's not absolutely clear whether they are victim or offenders at times. Through working with partner agencies ROCU have developed a mature way of assessing this and understanding what is the best outcome, whilst also safeguarding those that require support and intervention.</p> <ul style="list-style-type: none"> <li>Page two also talks about the above measures have contributed to increased demand on ROCU in financial year 24-25, with a 35% increased rise in resource requests. Does the improved partnership and internal working enable ROCU able to service that level of increased demand in an effective way?</li> </ul> <p>One of the things tracked through the regional tasking meeting is the number of requests that have been received by ROCU for support which are passed to forces and also the number of jobs and investigations being managed within the ROCU itself. ROCU are able to support almost 100% of requests from all four forces for covert support in relation to locally held investigations, while still being able to deliver their own investigations within the ROCU as well. Page three talks about ROCU sitting between the National Crime Agency (NCA) and local police forces.</p>

We are aware of NCA tilt towards international serious and organised crime, focusing less on UK serious and organised crime. Has that had an impact on ROCU and if so, how. And how have ROCUs been responding to this increased demand, if there has been one?

The relationship WMP have with the NCA provides an opportunity to look at alternative ways to prosecute criminals involved in serious and organised crime and also safeguard victims. WMP are in receipt of two national taskings from the NCA at the moment: organised immigration crime and drone incursions within prisons. This is an additional demand on the force and on ROCU but they are threats that WMP would want to tackle anyway so whilst it is additional work into the force and ROCU, capability and capacity remains to be able to tackle this.

- Page four references reductions in funding and headcount within the ROCU. Notwithstanding the increased demand and improving outcomes, how can the levels of disruption and performance that we have seen be maintained in those circumstances? Is that realistic? And if not, what would be the consequences?

There was a 10% reduction in overall budget in the year 25-26. Performance year to date is in line with last year. This has been achieved through more efficient tasking processes and maximising the use of resources. WMP are comfortable that they have sufficient resource to meet the threat represented by those that commit serious organised crime.

- Going back to the 677 adults and children who are safeguarded as a result of ROCU activity. What does that safeguarding look like? And is there enough resource available to effectively safeguard them in a longer term?

One of the most complex issues in this area is when dealing with a child who is both an offender and a victim. How to proceed in these cases is a judgement call. Also, the resources that the force have in public protection and the experts they consult are able to offer good advice. Regarding online activity WMP have a very comprehensive approach around paedophiles who want to meet children online, and actively pursue them. As a result of doing that, they can come across other children involved. The approach means WMP are usually in a position to prosecute the individual, which enables them to quickly action safeguarding responsibilities. Pressures around children's services are significant and in just one case, there could be multiple referrals to local authorities all over the country. WMPs tactical approach focuses on paedophiles looking to meet children within the West Midlands but they do share lots of information to other local authorities.

- ROCU is 72% male, how can we bring more female officers into your unit?

There is a plan in place both at a local level and nationally with a working group whose goal is to enhance the diversity of ROCU in terms of gender but also other characteristics.

- Page six references an NPCC review of serious crime prevention orders. What were the recommendations of the NPCC review as far as serious crime prevention orders are concerned? Are these being used effectively in the West Midlands? And will the Regional Coordinator improve the use of serious crime prevention orders?

WMP are currently not maximising that opportunity, the plan is to identify an administrator and coordinator to ensure they can work a lot smarter in this area of the business.

- Is there a strategy to improve the way serious crime prevention orders are utilised?

WMPs plan is to be more targeted in their approach. There is also a role for the HMPPS identifying individuals and making sure the appropriate interventions and orders are put in place, especially in advance of them being brought back into the communities. WMP need to look at it as a timeline of the process through the criminal justice system.

- Regarding the NCA taskings relating to organised immigration, crime and drones accessing prisons. What are the issues that have generated the tasking? There are many areas that are dependent on intelligence feeds from the NCA, are we satisfied with the mechanisms that are in place to ensure that the NCA provides intelligence in a timely way, in the quantity expected and of the quality that's needed for action to be taken?

The prison estate varies across each force area. Staffordshire Police are disproportionately more impacted than WMP but as a region, ROCU support all taskings. ROCU have excellent covert coverage in these areas and continue to push the boundaries of covert operations in order to tackle those that are in prison and also cause harm in relation to the organised immigration crime. ROCU are receiving the right intelligence support from NCA and other agencies. The local partnership activity is good across the West Midlands and will improve as time goes on.

- What are the mechanisms for allocating operations between WMP and ROCU? How is it ensured that the tasking is fair and appropriate?

There is a regional tasking meeting where all bids from the forces and the work load of the ROCU is reviewed. ROCU are supporting almost 100% of requests from forces. The report refers to Op MACHINIZE which targets businesses which are suspected to be fronts for organised crime and cash laundering. Some of those businesses are concentrated in particular ethnic groups. Could this mean there is disproportionate impact. How is that managed? Is that a risk that's recognised and addressed?

Many of these cash intensive businesses are in areas of higher density of ethnic minority groups. ROCU and WMP need to be sensitive in their response and consider what their impact is in these areas. This must be done in partnership with local partners and local policing leads in these areas.

The serious and organised crime local profiles have been refreshed. How satisfied are we that partners are using them as a tool to drive activity?

These local profiles are still being rolled out. They should act as a source document that informs but also influences the direction of partnership activity. There are a number of briefings planned across the region in order to share the contents of those local profiles and support and advise on what steps should be taken as a result of them.

- Regarding the HMICFRS inspection that took place back in May 2024 there is reference to the ROCU for the West Midlands needing to improve the quality of its 4P plans, could you outline what action is being taken to address this area of improvement and have matters improved?

This point was raised across a number of regions and forces so did not particularly relate to just West Midlands. ROCU now have a SOC Coordinator who looks at 4P plans and ensures there is a 4P approach. They are then adopting the national 4P

	<p>IT solution, which will standardise that approach. There is also a training programme that has been rolled out across the region that's almost complete.</p> <ul style="list-style-type: none"> <li>• HMIC stated that the West Midlands region contains 12 prisons that house over 2,000 serious and organised crime offenders. It identified the Regional Prison Intelligence Unit wasn't resourced well enough to manage that demand and that there was insufficient information and intelligence being supplied from prisons. In the areas of corruption, there were only two offenders on the MARSAC programme. It also states that ROCU for West Midlands had the lowest number of MARSAC disruptions across England and Wales. What action has been taken to address that?</li> </ul> <p>The staffing profile of the regional Prison Intelligence Unit is now up to establishment. Regarding corruption, ROCU now has a dedicated operation working with the prison estate to identify corruption and also review the approach. This explains section 5 in relation to drones and making sure that risk is also being managed. There has been a significant increase in the cohort of people that sit within MARSOC and significant change working in that space, identifying those prisoners and working with them to maximise the intelligence opportunities.</p> <ul style="list-style-type: none"> <li>• There are a number of references to child sexual abuse and exploitation in the report. How are ROCU and WMP working with partners, in particular schools and social services specialist third sector and voluntary agencies to prevent and tackle child sexual abuse and exploitation and also the interconnectivity of that crime type with county lines, missing people and modern slavery?</li> </ul> <p>It's not possible to have an isolated approach to tackling these threat types. ROCU collaborate with the forces but also with statutory partners and non-statutory partners to get the best outcomes for the victims in these areas. It is challenging, but ROCU continue to innovate in these areas which brings far more awareness of what the challenges are, and the tactics now available are considerably enhanced on where they were just a couple of years ago.</p> <ul style="list-style-type: none"> <li>• HMCIC, in his state of policing annual assessment, has made a variety of observations about regional organised crime. In particular, there is some variation in the arrangements for responding to serious and organised crime. ROCUs are doing more to disrupt serious crime than ever before. But he also draws attention to some inconsistent practises in terms of SOC threat assessments. For example, inefficiencies as a consequence of ROCU personnel having to access multiple information systems and tools to fully analyse intelligence which can result in inefficiencies in bringing that information together and sharing it across the ROCU network. There's no national performance framework for serious and organised crime performance, is there any immediate feedback that you'd be able to provide arising out of the observations?</li> </ul> <p>Due to having 4 forces within the region that operate different systems it is a challenge to get that information, but as a hosted unit ROCU have staff from all four regions within their intelligence teams to address those concerns. These areas will be looked into further in due course as at this time there has not been ample opportunity to fully digest the report.</p>
8	<p><b>NABIS</b></p> <p>The item was presented by ACC Ian Parnell. The following discussion took place:</p>

- Page one references the national amnesty that was coordinated by NABIS targeted towards Turkish manufactured blank firearms. Have there been any consequences arising from that in terms of the criminal fraternity identifying alternative weapons?

Turkish blank firers were identified due to the availability of the weapons and also the ease of conversion. As a result of this, the market has been significantly impacted and stifled with 3,000 weapons being surrendered as part of this campaign. The next focus will be Italian blank firing weapons as well as Bruni and other manufacturers. There will then be legislation applied to ensure that they are classed as illegal weapons once the amnesty has expired.

- What's the time scale around bringing in the formal legislation to make these firearms unlawful?

The legislation already exists however people didn't understand how to apply it because there was a caveat that firearms needed to be easily convertible to be covered by it. The amnesty was to give people the opportunity to remove firearms from circulation themselves before the legislation was applied.

- Is the manufacture of these potentially convertible weapons a criminal offence or is it the possession of those weapons or is it the converting of them that is the unlawful aspect of this process?

Blank starter pistols themselves are not an illegal item. It's the journey that it takes and what happens in terms of conversion or their ability to be converted that fits with the UK legislation.

- Page 1 paragraph 2 references 2 day and 7-day SLAs being consistently achieved. Could you explain a bit more about these timescales?

For every homicide or serious wounding, we guarantee that their report will be with the SAO within 2 days, this is generally turned around within 2 hours. The 7-day SLA relates to shots fired and this is always met. There is a further SLA for firearms which are seized or recovered with no evidence of being used. This SLA is 28 days, this is the majority of the workload and is achieved 75% of the time.

- Page two of the report lists variety of different issues. Overall how effective have the mitigations that have been provided to each of the issues those been?

The introduction of the case management system is a significant step forward. Some of technology could be updated and modernised but NABIS maintains a risk register across the department and are always actively looking to improve.

- How is the move to digitalisation progressing?

All records are currently being brought out from storage. Working with Operation Stemson within WMP these records will be digitalised and then stored within the National Forensic Archive. Phase two of the case management system is the knowledge hub which will have an AI interface that will enable access to those case papers and the ability search them and then retrieve any information without any detail being lost.

- Where are WMP in terms of recruitment of NABIS technicians?

WMP are keen to develop their own talent. This would involve the development of apprentices and recruiting the right people in as technicians to support the forensic experts.

	<ul style="list-style-type: none"> <li>Regarding section 4 titled Future Work. There's reference to a request on the part of the MPCC Finance Committee for an improved budget. What is meant by an improved budget and is there any update on work is taking place regarding that budget?</li> </ul> <p>There will be further efficiencies in the way that NABIS is delivered nationally and potentially a change to the geographical footprint of NABIS, with the intention that there is a push around growing talent and retaining it.</p> <ul style="list-style-type: none"> <li>There was a 12% budget cut for 2025, is this sustainable in terms of the current service level agreements offered by NABIS and what the consequences of that be when it comes to the review of the NABIS strategy?</li> </ul> <p>The funding arrangement for NABIS spans a 3-year period. There is potential to be more lean, more efficient and maintain service levels at their current levels, but only by making some changes. Developing the relationship between forensic services at WMP and NABIS and considering the opportunity to share locations and services could have a big impact. The hope is to achieve is a sustainable model that can last beyond the three years. Currently, funding is based on the number of discharges and because this data is only published once a year it can be difficult to look at funding in the longer term.</p> <ul style="list-style-type: none"> <li>A revised operating model is the subject of a Section 22 collaboration agreement. As the report sets out in this financial year, there have been five redundancies and deletion of five other vacant posts. The redundancy costs for those posts were met from NABIS reserves. If WMP are going into a phase of significant operational and organisational change, there is a requirement to consider what engagement with local policing bodies is required, what the section 22 says and what provisions are there. When will these proposals be coming forward in a form that can be taken to the Commissioner and potentially come to Governing's board as well?</li> </ul> <p>It will be shared ahead of the next Board.</p>
9	<p><b>Covert surveillance</b></p> <p>The item was presented by ACC Ian Parnell in a private session with the following attendees only:</p> <p>Simon Foster (Police and Crime Commissioner, OPCC)  Chief Constable Craig Guildford (Chief Constable, WMP)  Jonathan Jardine (Chief Executive, OPCC)  Assistant Chief Constable Ian Parnell (Assistant Chief Constable, WMP)</p>
10	<b>CLOSE</b>