

1. On the commitment for all officers and staff to challenge and change such behaviours (Racism, misogyny, homophobia, violence against women and girls, sexual exploitation, sexual harassment, abuse and all forms of unlawful discrimination) and to be upstanders and not bystanders.

What training is given to support officers and staff to feel confident and have the tools to challenge these behaviours? How many officers and staff have accessed this training? How is the impact of this training measured?

Response from WMP

- 1.1 WMP launched the College of Policing national Upstander Training in April 2025, aimed at all officers and staff. The package was launched to help us understand the difference between being a Bystander and an Upstander and the importance of all of us playing a part in calling out unacceptable behaviours and actions. Completions as of 02/02/26 for Upstander Training is 11,233 which equates to 87% of the workforce.
- 1.2 We also have a number of training packages in related topics, including sexual harassment e-learning, language matters e-learning, equality act e-learning, unconscious bias and 'Learning From Our Black History' which aim to educate and increase the cultural competence of our workforce so that they can identify and challenge inappropriate behaviour in the workplace. This is also supported by the DEI internal SharePoint site which has a growing CPD library with micro-learning content to build knowledge, competence and confidence.
- 1.3 Internal policies and processes such as Dispute Resolution, Whistleblowing, Sexual Harassment also reinforce standards, encourage upstanders and set out the mechanisms for raising concerns, in addition to the formal reporting channels within PSD.

2. WMP to continue to implement the lessons learned from its review of firearms policing more widely across the force, in order to drive continuous improvement in professional standards.

- i. What is WMP's assessment of the progress they have made in implementing the lessons learned from its review of firearms policing?
- ii. What work has been done to implement these lessons more widely across the force?

Response from WMP

2.1 Operation Alma was stood up in response to the employment tribunal and grievance involving a former WMP Firearms officer which identified concerning cultural issues within the Firearms Operations Unit (FOU) between 2012 and 2021.

2.2 An independent cultural assessment was commissioned in December 2022 and completed during 2023/24 which raised 40 recommendations and a number of observations.

2.3 Operations Senior Leadership Team have continued to embed these recommendations to improve the culture, standards and working environment both within the FOU but also across the wider Operations department.

2.4 The themes identified within the cultural review were also shared with senior leaders across the organisation to ensure wider organisational learning.

2.5 A joint internal audit completed by the OPCC in February 2025 assessed governance, progress of recommendations, and sought evidence to support the implementation and embedding of changes within the department.

2.6 The audit found that significant changes have been made within FOU since the cultural assessment was completed. With areas of positive progress confirmed through the review of documentation and speaking to officers and staff within the department.

2.7 Examples include changes in working practices and policies relating to training, recruitment and promotions and the clear understanding around acceptable behaviour and standards within the department. These improvements have led to an enhanced environment, fairer and transparent processes and improvements in the performance of the FOU and the service it provides to the communities of the West Midlands.

2.8 Specific areas of improvement that were identified in the internal audit have been addressed, including ensuring that recommendations that fall outside the remit of FOU were updated and closed as part of Operation Alma.

2.9 Scheduled and regular culture meetings continue to take place with the Operations Department to ensure learning has been embedded and shared across the department. People Services are a key stakeholder at these meetings and support and take away wider organisational learning.

2.10 The significant findings have also been integrated into force learning and CPD programmes including Op Excellence and Wellbeing training for leaders across the organisation.

2.11 West Midlands Police also continues to monitor national learning recommendations regarding culture and standards through the National Armed Policing Portfolio and have presented the learning from Operation Alma to other police forces and blue light partners at a HMICFRS best practice event.

Specific examples demonstrating how these lessons have been implemented more widely across the force include:

Leadership, Training and CPD

2.12 Key learning has supported the development of Operation Excellence (newly promoted leaders) and the supervisor and manager leadership development programmes. This has focussed on leadership development, wellbeing, performance management,

leadership styles, managing conflict, HR and workforce planning. Improved guidance has also been shared regarding the completion of WMP Conversations.

Culture

2.13 Implementation of Black History training, and other cultural awareness events across the force. People Services assess all grievance submissions to identify themes or trends regarding culture and cultural reviews can be commissioned where themes are identified.

2.14 The FOU now has trained 'standards ambassadors' who work alongside PSD to drive professional standards locally and help identify any cultural themes and trends that may arise within the department. These staff attend quarterly CPD events hosted by PSD and share learning and best practice across other LPAs and Force Departments.

Uniform and equipment

2.15 ACC Operations chairs the Force Uniform and Equipment Board; this is supported by a Silver lead – Supt Michelle Davies - and SPOCs across the force. As a result of the learning from Operation Alma, there is now clearer forcewide guidance regarding the process for trialling and requests for uniform and equipment.

Recruitment, retention, representation

2.16 A more consistent approach to 'exit interviews' is now in place coordinated by People Services along with a 'Say and Stay' scheme, a confidential listening service for colleagues to share their concerns if they are thinking about leaving. This enables the force to capture themes and trends regarding why people are leaving the organisation and any cultural and/or behavioural issues or concerns.

2.17 An Attrition and Retention Board has also been established within People Services, to provide oversight, direction and assurance, allowing for both force wide and departmental themes and trends to be identified and actioned.

2.18 Strategic Workforce planning meetings are well-embedded across the Force and support workforce strategy, systems and processes.

2.19 The FOU now has departmental promotion principles, written in line with force promotion principles to inform officers of likely postings should they be successful in a process. The aim of the guidance ensures that all staff going for promotion are clear that they can be posted anywhere in the force and only remain in the department if this supports operational requirements and the officer's development needs

2.20 Recruitment into armed policing has been reviewed and refreshed. Additional 'open sessions' regarding fitness and weapon handling now take place with a focus on underrepresented groups. As part of the work alongside the WMP Race Action Plan, an Op Synergy open day has taken place within the Operations Department providing black and black heritage officers the opportunity to visit teams and explore the department.

Gym use

2.21 All force gyms are now managed corporately, rather than having departmental facilities, with suitable equipment available for all users with a focus on inclusion.

Estates

2.22 Learning has been shared regarding office layout and the provision of 'crew rooms' which is now considered within Corporate Asset Management and supports the development of any new estates plan.

3. WMP to enhance school engagement through the use of Early Help Officers and School Intervention Police Officers.

Response from WMP

- 3.1 West Midlands Police currently have Early Help Officers and Schools Interventions and Prevention Officers (SIPO) within every LPA. These officers support partners and schools with interventions and information sharing. This year we will develop and launch a Prevention Strategy which specifically highlights working with schools as part of a public health approach of primary prevention.
- 3.2 Overseeing the delivery of this strategy is a newly created Prevention Hub. Led by a Superintendent and with a lead officer for both Early Help and SIPOs. The ambition is to prevent crime by ensuring a consistent level of interventions, inputs and partnership working with problem solving at its core.

4. Encourage active participation, to enhance workplace culture and ensure all officers and staff feel heard

Response from WMP

- 4.1 WMP encourage active participation and open dialogue with all colleagues within the organisation. This is evidenced via our engagement surveys, publication of the Dispute Resolution process, Say and Stay and exit interview schemes.
- 4.2 This approach is also mirrored within Corporate Communications, where colleagues have the opportunity to engage with many of the articles published. Within the DEI products, the aim is to signpost to something to watch, something to read and something to do. WMP have also stood up listening circles in response to specific events/operations where we think they will be beneficial. Within our formal training, e.g LFOBH, we have feedback mechanisms including QR codes to shape future delivery.

Table 1. Showing the individual commitments from the Police and Crime Plan 2025-2029 Building Trust and Confidence chapter that are the responsibility of West Midlands Police to deliver. RAG ratings as assigned through internal OPCC processes

Reference	Individual Commitment	Q2 25/26 Deliverable Rating
172	Hold WMP to account, to ensure calls are answered and incidents are attended, in accordance with WMP service level agreements.	Green
173	WMP to increase access to services through Live Chat and other online engagement channels / monitor the effectiveness and implementation of these services.	Green
175	WMP conducts effective engagement with local people through various channels, including seeking community views, providing clear information and holding regular neighbourhood meetings to ensure communication and transparency.	Green
176	Local officers and staff to have a meaningful understanding of the communities they serve, by building strong partnerships and relationships with local people and organisations, so that they are able to address and respond to local concerns and needs.	Green
178	WMP to enhance school engagement through the use of Early Help Officers and School Intervention Police Officers.	Amber
179	Allocate resources to areas with the greatest need, providing both proactive and responsive policing. This will include enhanced neighbourhood policing and hot spot patrols to strengthen policing presence in high-priority areas, ensure a targeted approach to crime reduction and support the regeneration and resilience of these communities.	Green
180	WMP uses all relevant intelligence and partner data to continuously assess and update their understanding of where policing resources are needed most.	Green
181	Ensure annual integrity health checks for all personnel and require regular vetting for all officers and staff, including those transitioning from other forces.	Green
182	A culture of continuous improvement, open to challenge and learning from others, encouraging the building of mentoring relationships between new and experienced officers.	Green
183	Encourage active participation, to enhance workplace culture and ensure all officers and staff feel heard	Amber
184	Poor performance and misconduct must be managed effectively through formal structures, with support for improvement, if appropriate, but dismissal if necessary	Amber
185	All officers and staff to challenge and change such behaviours (Racism, misogyny, homophobia, violence against women and girls, sexual exploitation, sexual harassment, abuse and all forms of unlawful discrimination) and to be upstanders and not bystanders.	Amber
186	WMP to continue to implement the lessons learned from its review of firearms policing more widely across the force, in order to drive continuous improvement in professional standards.	Green
187	Provide oversight and scrutiny of the Professional Standards Department, focusing on compliance with the Code of Ethics , early intervention and identification of misconduct, efficient and	Green

	thorough investigations and swift enforcement action, whenever appropriate and necessary	
188	Retain oversight of the police complaints process available to members of the public, to ensure it is accessible, fair, efficient and transparent.	Green
191	Restorative practice will be piloted for complainants	Green

Table 2. Showing the RAG rating definitions used in table 1 above

RAG Rating Key
On track – can be delivered by lead
Not on track – requires support from SMT lead to resolve
Not on track – requires support from wider SMT to resolve

NB All reports to be written using the AGB Report Template