



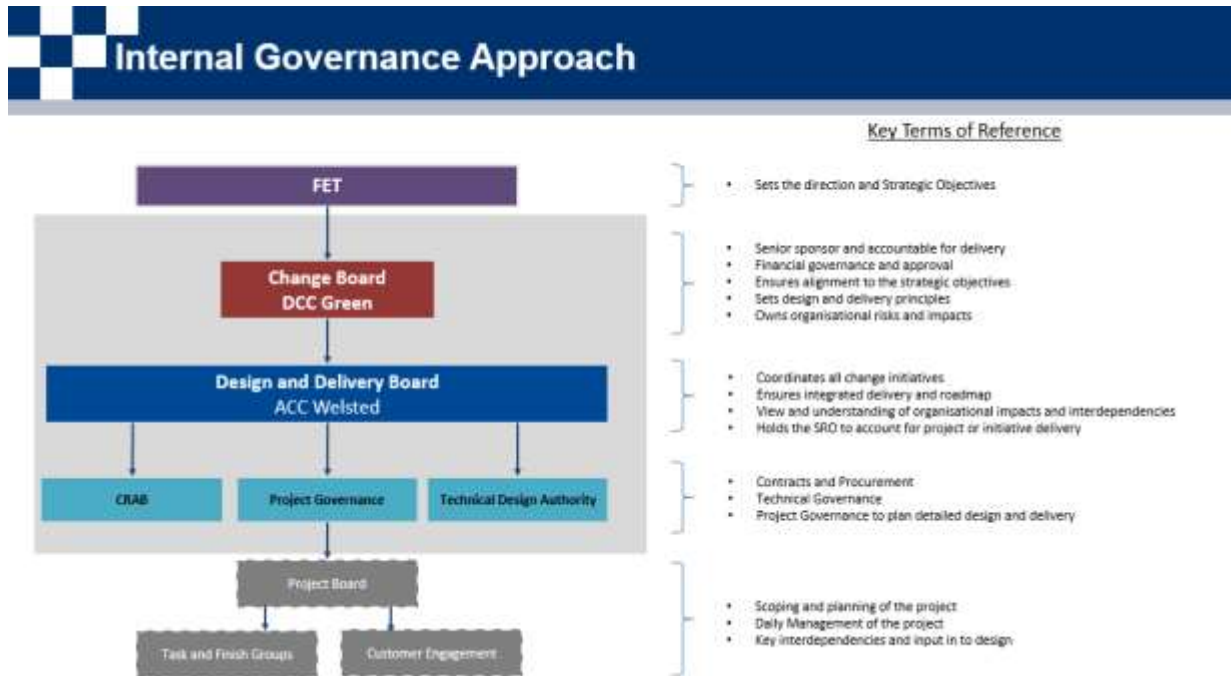
Background Report

This report is an annex to the main Cover report.

1. Internal Governance

As described in the covering paper, the governance for the delivery of organisational change has been review and refreshed during 2024. The diagram below outlines the internal governance as well as key terms of reference.

Diagram 1 - Governance structure and key terms of reference.



2. Change Portfolio Overview

Organisational Change activity commissioned through governance is led by the business and supported Corporate Change. The current change portfolio under the oversight and management of Corporate Change is pictured in the diagram below (as of) and is comprised of Projects and Supporting activities. A wider view of organisational change activity is also captured to support the identification of interdependencies and organisational benefits

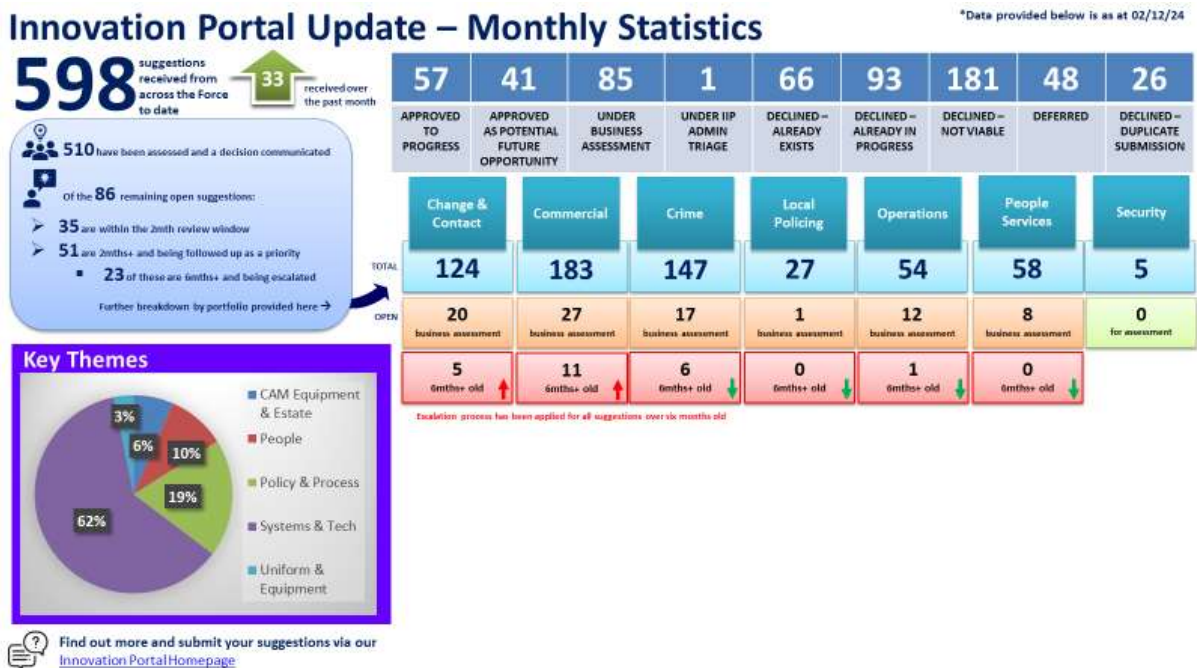
Diagram 2 - Change Portfolio Overview December 2024



3. Improvement and Innovation Portal

The Improvement & Innovation Portal (IIP) has been developed by Corporate Change to give everyone in WMP the opportunity to get involved in how, where and when change is delivered across the Force. Whether it's introducing a new way of working, or making changes to existing processes or capabilities our IIP is the gateway to capturing and implementing new ideas.

Diagram 3 - Innovation Portal update December 2024



4. Public Contact

Performance improvements have continued month on month. In September 2024, Improvements in Public Contact were detailed in the published Access to Police Services reports.



Access to Police
Services Cover report



Access to Police
Services background

5. Single Online Home

In the summer of 2024 WMP transitioned to the national Single Online Home platform which was launched by the Home Office in 2018 and is now adopted by 42 forces including BTP.

Single Online Home was developed to offer the public a consistent, easy-to-use way of engaging with their local police force digitally and of accessing police services and information online. It is essentially a 'digital front counter' enabling forces to offer a range of national consistent online services. The website offers more choice for the public online; they can report a wide range of crimes and incidents, make applications and request information, which in turn reduces demand on Force Contact public front offices and 101 calls for service.

In addition, by adopting the national platform, WMP will benefit from national capability development and content management as well as 24/7 technical support from the national Digital Public Contact team, providing improved resilience on a more stable platform.

6. AI Voice Assistant (Andi-Esra)

The introduction of the Voice Assistant will answer calls directly from the public on the 101 non-emergency service. This new capability will help manage the volume of calls landing on the 101 Contact centre that need to be answered by Call Handlers, with the intention of reducing caller wait times and improving the effectiveness of the service. The strategy to achieve this is to use automation where applicable to respond to, or to deflect calls through channel shift (e.g. a web portal, SMS or email service).

The Voice Assistant will enable Force Contact to:

- Answer calls for service immediately
- Provide Advice to the public dynamically
- Allow the public to "Request a Crime Update" and directly message the OiC
- Prioritise Vulnerable Callers
- Understand and categorise non-emergency requests
- Allow contact operators to focus on complex or specialised calls with the public
- Provide the public with a consistent experience
- Decommission Legacy Technology
- Future Extensibility

7. Investigations

In November 2023, WMP was placed in Engage status following a HMIC PEEL inspection highlighting the need to improve investigations. In response, WMP launched an Investigative Improvement Plan, led by Operation Vanguard. Key initiatives included Vanguard Masterclasses, which trained over 2,100 officers on investigative practices and supervisory standards. Additional targeted training addressed skill gaps, including digital media and foundation investigation skills.

WMP also provided brief, focused training videos, investigator conferences, and webinars to enhance knowledge and support continuous learning. Inspired by South Yorkshire Police, WMP implemented the Quality Assessment Thematic Tool (QATT) to review investigations, focusing on victim care and investigation quality. In 2024, WMP replaced its automated filing system with a human review process and introduced the EVOLVES framework to guide decision-making based on key factors like evidence, victim care, and harm severity.

These improvements led to WMP being removed from Engage status following a re-inspection in September 2024, marking the quickest exit from this status by any force.

8. Information Technology and Digital

As reported in “High Level Overview of the current IT Strategy for West Midlands Police”, see below examples of WMP successes.

- **Digital Pocket Notebook (DPN)**

DPN is a new digital solution, which has replaced the paper-based notebook.

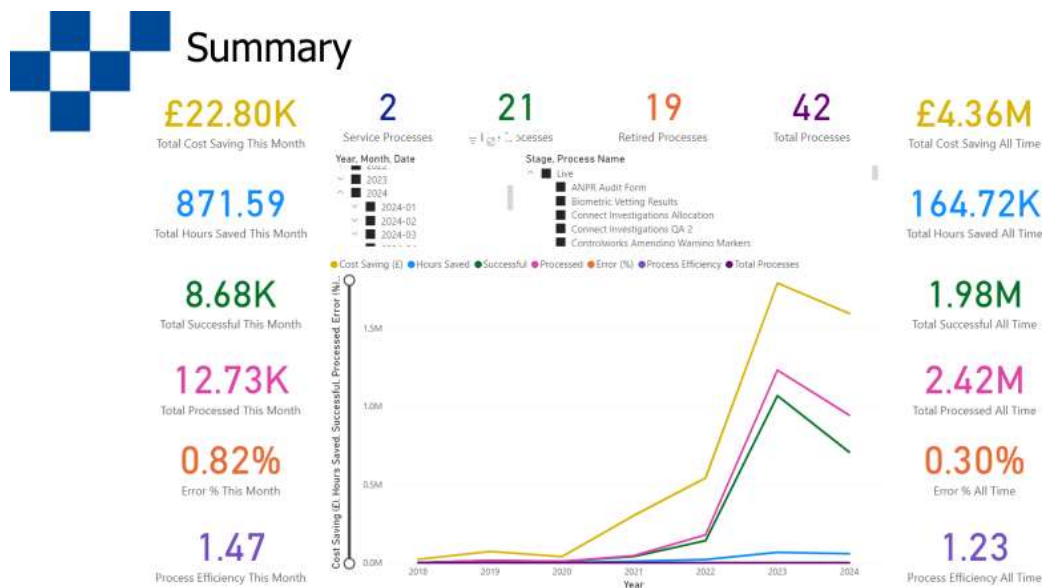
Officers were solely reliant on paper notebooks which were easily lost or damaged, with no back-up copy, no password protection, data security or encryption. Information from the DPN had to be manually entered in force systems where required.

DPN improves data security and the information is integrated within the Command and Control system (Control Works). The DPN also has the ability for officers to add a signature, sketch and free text. In addition, officers have the ability to create an extract of entries and there is also a facility to create hyperlinks to telephone numbers, addresses and websites. The DPN has accessibility features which improves the user experience for all.

- **Robotic Process Automation (RPA)**

Robotic Process Automation provides significant cost efficiencies for WMP. Since the introduction of RPA, the graph will show that WMP have made £4.36 million cost avoidance and 163, 844 human hours saved.

Diagram 4 – Overview of automation and cost saving



Examples include:

Record Management System

- Connect Investigation allocation robot enabling the automatic allocation of new investigations to the correct unit. Since going live in October this bot has processed 48,208 investigations.
- Connect Investigation Quality Assurance bot is completing the 16 basic checks on behalf of Crime Services Team, such as flagging records with sensitive keywords and validating suitable information is held on the record before being passed to a human colleague for final review. Since going live in October this bot has processed 48,430 investigations.
- Both bots combined are ensuring that our investigation quality remains high and that we progress through the investigation as thoroughly and efficiently as possible, where necessary the bot will pass the investigation back to the submitting officer with notes of what is required to progress which should provide positive feedback to ensure better investigation quality at initial submission in the future.

Statements

- MG11 upload - An officer can digitally complete an MG11 witness statement on mobile or laptop and then a robot will complete the upload and linking of the document to the investigation, making it available for investigators sooner, ensuring only the relevant data is linked (i.e. no back page) and preventing the interviewing officer from returning to base. Since this start in 2021, £252k statement have been completed digitally and then robot processed, preventing 31,500 hours of officer administration time (not including travel time).

Solicitor Initial Contact

- Solicitors have the ability to request documents in an automated process. This process went live 01/04/2024 with £8.7K submissions processed, 745 hours saved and £22K costs avoided.

9. Data and Analytics Strategy

WMP have developed and implemented a Data and Analytics Strategy to have the oversight on how it effectively, efficiently, legally and safely, collect, store, use, understand, share and dispose of its data.

This strategy also recognises that WMP will need to evolve and adapt to changes in societal and technology when it comes to data, data creation and advances in analytical capabilities.

Finally, at the core of this strategy is our people, how they are fundamental in unlocking the potential, expertise and capability to support and maximise our use of data.



DAAB Strategy - Jun
24.pdf

10. National and Regional Science and Innovation

WMP have submitted six expressions of Interest in to the STAR fund process. The Police STAR Fund is the only innovation programme aimed at local policing. It is open to all NPCC forces and their PCCs, alongside national entities such as the National Crime Agency, College of Policing, Forensic Capability Network, NPCC, and Home Office.

Of these submissions, three have been invited to full bid stage (deadline 10th January). These are:

- Enhancing ANPR capability: Capturing vehicle profile information using ANPR infrastructure.
- Forensic analysis of the human microbiome: Using experimental microbiology to explore the opportunity to visualise fingerprints, based on microbial deposits.
- Defining best practice in extraction of fingerprints and DNA from 3D printed materials

In addition to the STAR funding scheme, WMP have also submitted proposals to the NPCC Test & Learn Fund. One of these received first round funding from the West Midlands region (WMP-led). Detecting illegal drugs in vapes – the project is focussed on developing rapid testing of vape fluid and e-cigarette devices for the presence of Class B drugs. WMP is working in partnership with the University of Bath. The project is due to complete at the end of March 2025.

11. HMIC

As outlined in the cover paper, Organisational Change activity is informed through the strategic direction and objectives of the force as well as the Strategic Assessment process, an annual planning cycle involving Priority Based Budgeting (PBB) and the Force Management Statement (FMS).

Underpinned by robust governance processes which are supported and managed by a professional Programme Management Office, Organisational Change activity is monitored and reported on a monthly basis through governance to ensure the delivery of benefits and outcomes.

The Force Management Statement is currently being refreshed and will focus on demand and predicted demand and how the force intends to approach it. The Data Analytics Lab, previously was part of Force Intelligence, has moved under the command of Corporate Development to allow the predictive work that is being developed by the team, to directly support performance improvements across the force. Governance structures ensure that workforce data and performance analytics support the strategic decisions being made by the organisation.

Corporate Development have overhauled the force approach to completing the Force Management Statement such that demand forecasts are used to inform discussion with business leads for relevant areas (e.g. call-handling, response rates, crime trends etc). Those discussions are used to identify anticipated resource challenges in the future, which in turn will lead to change proposals being made as part of PBB processes.

Corporate Development continue to review and introduce new ways of working to improve our understanding of force performance. For example, the Data Analytics Lab, Corporate Change working alongside the business have produced the Investigations Dashboard, which is credited with improving both the performance and productivity of investigative management. The next major project is a 'productivity' app that will produce aggregate, team and individual level data on officer and staff productivity. This is in design-phase at present, with anticipated 'build' work commencing in early 2025.

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