



Accountability and Governance Board

Agenda

Tuesday 24th February 2026

1	10:00	<p>Attendees: Wasim Ali – Deputy Police and Crime Commissioner, OPCC Simon Foster – Police and Crime Commissioner, OPCC Alethea Fuller – Deputy Chief Executive, OPCC Peter Gillett – Director of Commercial and People, WMP Alex Godden – Service Director, WMP Scott Green – Acting Chief Constable, WMP Jane Heppel – Chief Finance Officer, OPCC Jonathan Jardine, Chief Executive, OPCC Jennifer Mattinson – Temporary Deputy Chief Constable, WMP Mike O’Hara, Assistance Chief Constable, WMP Ian Parnell – Assistant Chief Constable, WMP Andrew Parsons – Temporary Assistant Chief Constable, WMP Natalie Queiroz, Victim’s Advocate, OPCC</p> <p>Apologies: No apologies recorded</p>
2	10:05	<p>Notes of last meeting</p> <p>The notes of the last meeting were approved.</p>
3	10:10	<p>PCC Update</p> <p>The Commissioner provided a general update which covered the following:</p> <ul style="list-style-type: none">i. The Police and Crime Commissioner (PCC) is responsible for setting the budget and local council tax for West Midlands Police (WMP), which receives 80% of its funding from a central government grant and 20% by local council tax. The PCC is pleased to announce he will be funding a record £187,8m into policing in the West Midlands in 2026/27 after the budget was approved by the Police and Crime Panel. This is the total amount available to invest in the WMP budget. This means that the total net revenue budget for WMP, including the national grant, will amount to £860,6m. The PCC is doing this because his top priority is to provide WMP with the resources it needs to prevent and tackle crime, promote

		<p>community safety and keep the West Midlands safe and secure. The PCC will be holding WMP to account to and working with them to ensure that WMP do all within its power to prevent and tackle crime, promote community safety and keep the people of the West Midlands safe and secure. For far too long, central government has failed to provide the investment that WMP needs, which is why WMP still have 520 fewer police officers and 500 PCSOs than in 2010. WMP is significantly underfunded and under-resourced and is left £43m short each year. The region continues to be ripped off in the allocation of police resources. The PCC is committed to ensure WMP have the resources it needs to prevent and tackle crime, promote community safety, and keep the people of the West Midlands safe.</p> <p>ii. The PCC welcomes recent reductions in crime, including gun crime. This reflects the commitment, dedication and hard work of officers, staff and partners. This progress shows what can be achieved through focussed policing, strong partnerships and a commitment to tackling crime. However, the PCC is not complacent - one victim of crime is one too many. The PCC will continue to hold the Force to account to ensure continuous improvement to keep the people of the West Midlands safe.</p> <p>iii. The PCC announced the official launch of the T10 taser across the West Midlands, the first region in the country to deploy this technology. The PCC is committed to ensuring WMP have access to advanced technology to keep the people of the West Midlands safe. This new, more accurate, taser represents a significant step forward in de-escalation capability, community and officer safety and public accountability. Critically, this device provides more data, allowing for greater transparency, because the use of force must always be appropriate. The PCC will continue to ensure the use of tasers and use of all force is subject to rigorous internal governance and external scrutiny.</p> <p>iv. The Force has launched new youth scrutiny panels. Stop and search and the use of force are essential police powers but some of the most intrusive. It is vital that they are used fairly and proportionally. Young people are often most affected by these interactions, but they have historically been underrepresented. The new youth scrutiny panels are a significant step forward for accountability. Enabling young people to view body worn video (BWV) and provide feedback ensures WMP are held to account to build trust and confidence.</p> <p>v. The PCC will consider the Home Affairs Select Committee (HASC) report, to determine what action is required from its recommendations. The PCC acknowledges the strength of feeling shared because of the actions of WMP. A review of the decision will be conducted, and the PCC will continue to hold WMP to account in accordance with the evidence, due process, and the law, including in connection of the reliability of intelligence from Dutch</p>
--	--	---

		<p>police, and the referral of the former Chief Constable to the IOPC. The PCC will hold WMP to account to restore and rebuild the trust and confidence of the public. The PCC has written to the HASC about their failure to act in accordance with requirements of procedural fairness arising from a conclusion it reached, that the PCC considers to be not accurate or fair without having first been provided with the opportunity to respond prior to publication of the report. The PCC will await an explanation for the deep failure by the committee.</p>
4	10:20	<p>Acting Chief Constable Update</p> <p>The Acting Chief Constable give an update which covered the following:</p> <ol style="list-style-type: none"> i. The Acting Chief Constable agreed with the observations regarding the budget from the PCC and Police and Crime Panel, and welcomed commentary on crime reduction for knife and gun crime. ii. Operation Silent Night is the nighttime economy patrols around the Force area with a particular focus on markets in Birmingham. The operation passed without significant incident. WMP will continue to shape and deliver the operation for the future. iii. There was a conviction of Kian Moulton following the murder of Leo Ross. iv. WMP supported British Transport Police in investigating the murder of Rhiannon White and welcome the conviction of Deng Chol Majek. v. The Force remains committed to the preparation of the PEEL inspection. Colleagues from HMIC are reviewing aspects of public protection, including MARAC. Their feedback will form part of the PEEL inspection preparation. vi. The Acting Chief Constable welcomes the publication of the HASC report. The recommendations that form the report will form part of the action plan under Operation Strive. vii. Operation Strive is now into its first full month. WMP have remained heavily engaged with individuals and organisations and have briefed the PCC on the strategy. Workstreams are being progressed. viii. The Acting Chief Constable is writing to HASC chair, Dame Karen Bradley, to keep the committee updated as to WMP's progress to their recommendations. ix. The last week has been significantly operationally busy. The PCC has been briefed.
5	10:30	<p>An Equal and Fair West Midlands</p> <p>The item was presented by Director of Commercial and People Services, Peter Gillett. The following discussion took place:</p>

Data Quality & Disproportionality

1. You've described Operation Jigsaw as the foundation for disproportionality work. When will data quality be strong enough for us to move from 'improving recording' to publishing full force-wide disproportionality baselines across policing?

Significant progress has been made, and data quality is improving monthly. WMP record ethnicity and gender data for victims and suspects weekly.

ACTION: Analyst to assess the progress of Operation Jigsaw and provide a date for the move in position from 'improving recording' to publishing full force-wide disproportionality baselines across policing.

2. Are you assured that improvements in ethnicity recording are behavioural and cultural, not simply compliance driven? Do officers and staff understand the importance of accurate data capture? How will you ensure that this becomes embedded?

WMP have previously wanted progress quickly through a compliance-driven model. This approach is now hearts and minds centred. Sustained improvements have been seen and will be long lasting.

3. The report talks about 'in the longer term' including other protected characteristics. Why not use Operation Jigsaw to address all the protected characteristics at once?

It will move across all protected characteristics. The Force wants to land the two previously mentioned areas and see the result of their progress before rolling it out across all protected characteristics to ensure satisfaction with compliance.

4. Where disproportionality is identified, what is the escalation pathway and who owns corrective action? Whose responsibility is it to deliver change?

The governance process exists through various routes of escalation. Ultimately, at performance days or the Chief Constable's Force Executive Team.

In 2024 there was a HMICFRS recommendation across all forces to conduct detailed analysis to identify racial disparity. Operation Jigsaw was implemented to ensure staff understand its importance; compliance will come later. The improvement in data quality will allow completion of more detailed analysis.

Stop & Search / Use of Force

5. What is the current disproportionality ratio in stop and search and use of force, and how does it compare to last year?

There is a difference in disproportionality in stop and search and use of force. Using 12 months of data from 2025, spanning 2345 records, the stop and search disproportionality is as follows: Asian disproportionality is 1.8, Black disproportionality is 2.7. This is a reduction from previous 12 months.

The use of force disproportionality is as follows: 0.9 for members of the Asian community, 2.4 for Black community members. This is a slight reduction from previous 12 months.

6. How do we evidence that scrutiny panels are influencing frontline behaviour, not just reviewing it? How is WMP utilising the lived experience, insight and knowledge that comes from scrutiny panels?

WMP heavily engage with the PCC Scrutiny Panels. Tangible learning points have been identified from scrutiny panel feedback.

7. What are we doing differently in those areas where disproportionality persists?

This will be discussed during the next performance day for LPA commanders to explain and understand disproportionality and identify areas of improvement.

8. As a result of the training and support, are supervisors now confident enough to challenge poor grounds, and how are you testing that? How do you know it is having the impact you are looking for?

WMP recently introduced a reasonable grounds panel to give top level oversight of powers used by staff on the ground, to compare what is being seen at a strategic level to the ground level work. Scrutiny exists at both levels.

Professional Standards & Internal Disproportionality

9. The data shows Black and Asian officers are more likely to be referred internally to PSD. What measurable change have we seen since implementing supervisor training and Standards Ambassadors?

Standards ambassadors have resulted in less referrals into PSD, but there has been no change in disproportionality across Black and Asian officers and staff into PSD, the data remains consistent. This will be kept under review to challenge referrals.

10. How will we know when disproportionality in internal referrals has genuinely reduced?

This is a data-rich environment. The QPR will make it easy to identify changes.

11. What independent validation has been undertaken to test the review of August 2025?

Information is run quarterly from within the criminal justice function. There is currently no external validation.

12. What early warning indicators are monitored between quarterly reviews?

There is a monthly service improvement meeting which is a detailed analysis of criminal justice. Anything that is flagged is escalated in-between quarterly review periods.

13. What percentage of PRAP actions are completed, on track, or delayed?

ACTION: ACC O'Hara to provide project updates in relation to the percentage of PRAP actions that are completed, on track, or delayed.

14. What action from those 5 present the greatest delivery risk?

Recruitment and retention, although this is a public sector and policing challenge rather than a WMP challenge. WMP are engaging with the College to overcome this.

15. How is community co-production embedded in the PRAP governance?

The biggest feedback gained is that WMP can always do more and have more effective communication and engagement.

The Independent Scrutiny and Oversight Board (ISOB) is inducting members to create a critical link between WMP work and communication engagement locally.

LGBTQ+ Historical Understanding Gap

16. The report acknowledges no dedicated training on the historical relationship between policing and LGBTQ+ communities. What is the timeline to address this gap?

The new DEI Board will identify elements to be picked up on. The wider plan to address knowledge across the whole organisation spans over 2 years.

17. How are we measuring LGBTQ+ community trust specifically, especially now police forces are banned from Pride events?

Police forces are not banned from Pride events. If WMP choose to engage with communities and attend they will do so, the difference is whether they march and become involved in the events.

Measuring confidence is linked with the work being done with the PCC in how confidence is measured.

	<p>18. Do you think that the optional College Learn content is sufficient for a cultural issue of this scale?</p> <p>E-learning is rarely sufficient. LGBTQ+ is a protected pillar within the DEI strategy and there is a commitment to raise the cultural competence of the Force.</p> <p>The Acting Chief Constable will respond to the PCC about this and will accept the PCC's offer to hold a roundtable.</p> <p>19. What visible action demonstrates learning beyond internal guidance following the Supreme Court ruling?</p> <p>The executive team will discuss and will set out the changes for the Force to show clear support for LGBTQ+ communities and officers.</p> <p>Victim-Blaming Training</p> <p>20. Have we commissioned Kirkpatrick Level 3 or 4 which allows us to evaluate the long-term impact of training? If so, what are the timescales on this?</p> <p>There is a significant uptake in training. An example is the Child Protection inspection, where language was reviewed across every case study. The review only found single figures of victim blaming language, only in missing person cases. One occasion is one too many, but WMP were reassured about the extent of the challenge. HMIC commented favourably towards WMP compared to other Forces.</p> <p>Levels 1 and 2 assessments are applied to all in-house training and levels 3 and 4 will be applied to targeted areas if needed.</p> <p>21. How do you ensure that officers deal with emotional fatigue?</p> <p>Wellbeing is offered to officers dealing with these levels of stress. WMP do lots of work with the occupational health team for a psychological approach</p> <p>22. Aside from QATT reviews, is it realistic for supervisors to look at BWV to review language used in specific cases?</p> <p>Yes, WMP have done it before. QATT reviews aren't just senior officers, there are several levels of line management, some of which have reviewed BWV through the ranks.</p> <p>23. Are supervisors actively reviewing language in case files and BWV?</p> <p>Yes, training asks people to consider that as part of their responsibilities.</p> <p>Workforce Representation & Retention</p>
--	---

		<p>24. What is our current Black officer representation percentage, and how does that compare with the West Midlands population?</p> <p>There is an internal representation of 4%, with slightly higher representation in police staff than police officers. The census representation is 10.5%.</p> <p>25. Where are we losing colleagues in the promotion pipeline and how are we responding to this?</p> <p>ACTION: ACC O'Hara to share data regarding where WMP are losing colleagues in the promotion pipeline and how they are responding to this.</p> <p>26. Is the 'Say and Stay Scheme' reducing attrition among Black officers, and what themes are emerging?</p> <p>It is effective, with no trends standing out differently from the rest of the internal population.</p> <p>27. If national PRAP support reduces further, how will we sustain progress locally? Will WMP retain the significant progress being made?</p> <p>WMP was identified as an ice-breaker force, working with the national PRAP. WMP's branding, approach, investment and community engagement will stand strong without the national work.</p> <p>Accessibility of Services</p> <p>28. How are we improving accessibility for neurodivergent adults, disabled victims, and those with limited English?</p> <p>The new DEI strategy approach has 5 drivers of cultural competence to ensure the deliverance of lasting change. This is driving more specific process and priorities. WMP will continue to share outcomes with senior leaders, middle managers and front-line staff.</p> <p>ACTION: DCC Mattinson to update on how well victims feel they have been understood in line with the Victims Code.</p> <p>29. Is the Force satisfied that training is sufficient to comply with its duties to safeguard and promote the welfare of children in relation to domestic abuse, sexual exploitation, youth crime and knife crime, either physically or online?</p> <p>Significant progress has taken place on all areas and within the PEEL inspection. Training is sufficient. WMP are reassured that work has been done to be accessible for children and vulnerable adults.</p> <p>30. How do we ensure AWARE principles translate into frontline consistency?</p>
--	--	---

		<p>Public Protection leaders have done a deep dive into specific public protection protections, around AWARE principles.</p> <p>ACTION: DCC to share details of AWARE principles and the translation into frontline consistency.</p> <p>Community Tensions & Information Disorder</p> <p>31. How do we evaluate whether Community Tension Summaries lead to preventative action.</p> <p>The SPOT team does a weekly CTS, which is then supplemented by local community impact assessments.</p> <p>32. Is our communications capability sufficiently resourced?</p> <p>There are good quality software, staffing, systems and processes to manage demand. Operation Parkmill saw an increase in demand and WMP were able to flex resource into and out of the space.</p> <p>Governance & Sustainability</p> <p>33. Several actions remain Amber. What is your confidence level that these will be Green by Q4, and what are the principal risks to achieving that?</p> <p>WMP doesn't anticipate the PRAP will ever look green. This is a long-term plan that will change metrics in years, not months.</p> <p>34. If communities were sat in this room today, what single piece of evidence would you offer them to demonstrate that West Midlands Police is measurably fairer than it was two years ago?</p> <p>The Chief would hope communities would listen to today's discussions, particularly on the Amber areas. The areas where progress has been made are green; the areas where WMP understand the challenges but need focus of leadership are Amber. The RAG rating is evidence of progress and collective ambition.</p>
6	11:30	<p>Building Trust and Confidence</p> <p>The item was presented by Temporary Deputy Chief Constable Jennifer Mattinson. The following discussion took place:</p> <p>Call Handling (999/101 Service Level Agreements)</p> <p>1. What workforce modelling underpins current performance and is it sustainable under projected demand and budget pressures?</p> <p>There has been extensive work to deliver improvements, including in workforce modelling and recruitment into contact. WMP are top in the country in call handling because the process is built on an established model.</p>

		<p>2. How resilient is this model to abstraction, sickness, or seasonal demand spikes?</p> <p>Very. The department understand when spikes might happen, they have different shift patterns and the ability to move staff from 999 to 101, call handling to dispatch, and other areas to meet the demands of events.</p> <p>3. What early warning indicators would signal risks to performance?</p> <p>Within the control room there are many screens that show live time performance. WMP are confident that there is live time oversight of performance.</p> <p>4. How are we measuring the quality of first contact and victim experience?</p> <p>In addition to QATTS, there is a process that looks at the quality of call handling. This gives assurance about call quality and the service being provided.</p> <p>5. Are call handlers consistently identifying vulnerability and repeat victimisation?</p> <p>There are various ways to identify vulnerable callers. There are vulnerability desks and flags that mark callers and a system to identify repeat victim, suspect or location.</p> <p>6. What is the complaint rate linked to initial contact?</p> <p>There a very few complaints received by initial service. Previously, complaints were about time taken to answer phone calls.</p> <p>Equity & Access</p> <p>7. Is performance consistent across different times of day and communities?</p> <p>There is one control room for the whole force. Differences during times of day give indicators to overall performance.</p> <p>8. Are we assured that language needs, disability access and digital exclusion are being addressed?</p> <p>WMP have a wide-ranging workforce with many language skills.</p> <p>Emergency & Priority Response Times</p> <p>9. What independent assurance is in place to ensure incidents are not inappropriately downgraded to R24?</p> <p>Periodic deep dives will be conducted to ensure timeliness.</p> <p>10. The report notes 26% of R24 incidents were upgraded, what does this tell us about initial grading accuracy?</p>
--	--	--

	<p>It provides reassurance that non-emergency incidents should be regularly checked to assess the ongoing risk to victims and witnesses.</p> <p>11. How confident are we that vulnerable victims are not disproportionately affected by extended response times?</p> <p>Through thrive and re-thrive, vulnerability is identified and considered during the call, which allows for reconsideration and possible upgrades of attendance priority.</p> <p>Public Confidence</p> <p>12. How is R24 explained to the public to avoid perceptions of delay or reduced service? What feedback, if any, are we receiving from victims whose incidents were categorised as R24?</p> <p>Public feedback is not necessary. If the Force assess an emergency incident, they will be there as soon as possible.</p> <p>Abstraction & Neighbourhood Impact</p> <p>13. What percentage of neighbourhood officer time is currently abstracted to response? At what threshold would abstraction begin to undermine problem solving and community visibility?</p> <p>Overall, abstractions are sitting at 2.5%. The ability to record abstractions is new, and assurance that they are embedded is needed. Internal audit will look at neighbourhood teams and their understanding of abstractions. Abstraction is expected to be low from neighbourhood teams.</p> <p>Operation Vanguard</p> <p>14. Detection rates are improving, how is victim satisfaction looking alongside this? Have we found any increase in victim satisfaction?</p> <p>Until the victim insight platform is implemented, WMP are limited in their understandings. There is a measure for the percentage of times when the outcome of a crime meets the desired outcome of the victim.</p> <p>ACTION: DCC Mattinson to provide percentage of satisfaction regarding outcome of crime to the desired outcome of the victim.</p> <p>15. Where outcomes are not achieved, are victims confident that a thorough investigation has taken place and how does a victim know that 'WMP has done their best'?</p> <p>A thorough investigation is completed for cases that are adequate or above. A crime cannot be filed without informing a victim of the outcome of an investigation.</p> <p>Workload & Detective Capacity</p>
--	--

		<p>16. What is the current detective shortfall? What are the reasons? What is being done? What is the average caseload per investigator? How are we protecting investigative quality under capacity pressures?</p> <p>The Force are short of 1256 officers by 188. A training plan has been implemented to meet the criteria.</p> <p>Work is happening to recruit and train new recruits into the detective role. WMP track and monitor regularly and through their strategic people board. Caseload varies dramatically and is monitored at all departmental SIMS.</p> <p>QATT Assurance</p> <p>17. With an 82% quality rating, can you tell us what sits within the remaining 18%?</p> <p>Investigations that have been assessed and are inadequate or require improvement. Currently, assessment is based on the percentage of cases that are currently adequate or better.</p> <p>18. QATTs graded further investigation as 81% being adequate and above, which has increased from 63%. Is this good enough? Is there any crime type where 'being adequate' remains a concern?</p> <p>There are no specific crime types. Ideally WMP would be over 80% and above for good. There is more work to be done to be satisfied that the challenge has been met.</p> <p>19. How independent is QATT sampling?</p> <p>It is internal but outside of line management. There is assurance that the person doing the review is unlikely know the individual.</p> <p>20. Are repeated failings tracked at individual supervisor level?</p> <p>Yes. QATT feedback is sent to officers with lessons that might identify a skill gap or a need for training. Positive QATT is also fed-back. The QATT brings together key themes to see what needs to be targeted and focussed on.</p> <p>21. What proportion of this improvement is volume driven versus quality driven?</p> <p>It is 100% quality driven through quality investigations. WMP are at 12.9%, which is a 10% increase in victim-based outcomes since the 'engage' status.</p> <p>Visibility & Public Confidence</p> <p>22. How will you ensure that the geo-fencing data will be used proportionately and ethically?</p>
--	--	--

		<p>It has been to the Ethics Committee. There are ongoing governance and assurance to challenge WMP through an ethical lens.</p> <p>23. How are staff associations engaged on workforce implications?</p> <p>They are fully aware and it is regularly discussed at performance days to determine whether performance is good or not.</p> <p>24. Will visibility metrics measure quality of engagement on LPAs, or just an officer's physical presence?</p> <p>Some data measures presence in communities, not the quality of interactions. This data is measuring visibility and the impact of investments into neighbourhood policing.</p> <p>25. What are command huts and why were they developed? How have they contributed to the service that the public receive from West Midlands Police?</p> <p>They are not mini-control rooms. Command huts have varying representatives of different roles in them. It is an investment of local resources that is slightly different across areas because LPAs are given responsibility to shape them.</p> <p>26. What processes are in place to evaluate mis-gradings of qualitative audits of calls for service, and how are these findings integrated into training and lessons learnt?</p> <p>There is a regular review of up- and down-grades. Downgrades are monitored closely and a strong rationale is required. There has been a reduction in the number of incidents downgraded.</p> <p>Immediate Response and Long-Term Problem Solving</p> <p>27. Vanguard Next Steps: a key focus is support and improvement; can you give us some more detail regarding this? How will we be sure that it has achieved the desired outcomes?</p> <p>Operation Vanguard has worked well on the front line. There will be prioritisation of senior leadership resourcing into Vanguard. The team identify current challenges and utilise a broad methodology of tools to target areas and drive improvement across investigations.</p>
7	12:20	<p>People and Resources</p> <p>The item was presented by Service Director Alex Godden. The following discussion took place:</p> <p>Context: Page 1 states that; <i>'In July 2025 we implemented a new '2-year rule' for all newly substantive officers meaning they remain in the department they are posted to for a minimum of 2 years before applying for other roles across the force, except in exceptional circumstances.'</i></p>

		<p>1. How will the Force monitor this and understand any differences in terms of who receives exceptional approval?</p> <p>WMP monitor impact. It is not a blanket rule, and exceptional circumstances will receive further consideration. It is managed through an internal workforce board to look at appeals against processes and decisions of individuals.</p> <p>The early say and stay stage give opportunities to test its impact on teams and minority groups. Various checks are in place to ensure there are no disadvantages.</p> <p>Context: Page 1 states that; <i>'This will mean that we increase stability in departments with newly substantive officers consolidating their knowledge and skills before moving on to new roles.'</i></p> <p>2. Have the Force undertaken an EQIA on this approach? What unintended consequences could this have on different protected characteristics?</p> <p>No, but a full review will be conducted at the 12-month mark, and an EQIA applied. Minimal numbers of people have responded to disadvantages.</p> <p>3. How will WMP measure the success of this? Will there be feedback from officers, should it lead to better training completion for each officer? How will we know it is "better"?</p> <p>It may not be measured. Officers' views matter, but the importance is on the services delivered to the public.</p> <p>4. Regarding the EQIA point, exceptional requests tend to focus on particular groups. Can WMP confirm there is no bias?</p> <p>Yes. Issues are delegated to the wider Force Executive Strategic People Planning Board and further governance is used to review the position.</p> <p>ACTION: Alex Godden to pull statistics together to show the outcome of reviews regarding exceptional requests.</p> <p>Context: Page 1 states that; <i>'As part of the new modernised neighbourhood policing model, every ward now has officers that have taken on the newly defined Dedicated Neighbourhood Officer (DNO) role.'</i></p> <p>5. The Birmingham LPA has apparently gained approval to have 2 DNOs per neighbourhood. How was this decision made, and how is it fair to other local areas?</p> <p>Every ward has an officer but there must be flexibility and support for LPAs to make decisions about additional officers. It is not at the</p>
--	--	---

	<p>detriment to anywhere else, but as a realignment of Birmingham's resources.</p> <p>Context: Page 1 states that; <i>'Policing has directed that there is to be no vacancies held in DNO roles at any time across force.'</i></p> <p>6. Can you confirm that as of today there are no vacancies in DNO roles? And no officers on long term sick or adjusted duties in those roles?</p> <p>There are no vacancies held and necessary arrangements are made to fill gaps.</p> <p>7. What measurable training has trauma informed training had on retention and wellbeing?</p> <p>It is difficult to quantify; qualitative feedback has been impactful. It is a slow process to embed wellbeing into teams, but training is being implemented.</p> <p>8. What are the top reasons identified through and say and stay and exit interviews for staff?</p> <p>Postings, a change in career, and moving closer to home are the biggest reason for deciding to leave.</p> <p>9. What measurable changes has the Attrition and Retention Governance Board delivered so far?</p> <p>The Board is in its early stages. Work will re-embed local HR back into teams. Further work is needed on retention focus.</p> <p>Context: Page 2 states that; <i>'In addition to being present on foot patrol in those locations and undertaking stop and search activities to prevent knife crime, officers are required to actively engage with the public, outlining why they are there and updating on local events and issues.'</i></p> <p>10. How will the impact of the removal of the £3.7 million project guardian use of violence, knife crime and ASB hotspot grant impact on the ability to deliver this type of policing?</p> <p>The Force intend to deliver the numbers and requirement of the neighbourhood policing guarantee. There are no plans to reduce input in those areas, but funding challenges are recognised.</p> <p>Context: Page 2 states that; <i>'We continue to explore specialist volunteer roles across force, currently developing volunteer roles in the Mounted Unit and Forensics.'</i></p> <p>11. What are those specialised roles for Specials in the Mounted Unit and Forensics?</p>
--	---

		<p>They are volunteer roles, not roles for specials. Volunteers are only used where they can use their warranted powers, to build the team and help run the mounted unit. Any opportunities to take on volunteers will be explored.</p> <p>Context: Page 2 states that; <i>'Feedback has indicated some have experienced health challenges relating to the fit of PPE, and for female colleagues this is the focus of the changes being made'</i>.</p> <p>12. We would seek assurance that this is being addressed as a matter of urgency as this is raised with the PCC through Trade Union and Staff Association meetings.</p> <p>WMP are determined to resolve this. The Association of Women in Policing are heavily involved. This is a national issue.</p> <p>WMP supply is now in-sourced, giving greater flexibility to provide more appropriate equipment and PPE. A new contract for trousers is being considered, which will be more appropriate.</p> <p>Context: Page 8 states that– <i>'When reflecting on Challenges, the following continue to be worked through and managed:'</i></p> <p>13. What has been the organisational learning from dealing with these challenges?</p> <p>Learning focuses on clarity of strategy, ensuring WMP are applying a continuous improvement approach. WMP improve services every year. Broader learning focuses on investing in first- and second-line managers.</p>
8	13:00	<p>CLOSE</p> <p>Next meeting to be held on Tuesday 24th March 2026</p>