

West Midlands Police Authority



West Midlands Police



STRATEGIC POLICING **PLAN** **2012-2015**

CONTENTS

- 1. Foreword by Chief Constable and Chair Of Police Authority**
- 2. Introduction**
- 3. Transforming West Midlands Police: Our Journey**
- 4. Our Force in 2015**
- 5. Strategic priorities and performance milestones**
- 6 Strategic policing requirement**
- 7 Human resources strategy**
- 8 Finance and value for money**
- 9 Results of reviews by Her Majesty's Inspectorate of Constabulary**
- 10 Explaining the terms we have used in this plan**

Annex 1: Compendium of information (To follow)

1. FOREWORD

This is the last Strategic Policing Plan that West Midlands Police Authority will produce and will be in effect from April 2012 until at least November 2012. The Authority will then be replaced by an elected Police and Crime Commissioner (PCC) who will develop a Crime and Policing Plan for his/her term of office. Following elections in November the plan will need to be reviewed to reflect the PCC's mandate before the delivery of their own plan which does not need to be in place until 2013.

This plan is year two of a rolling four year plan, and in it we set out the policing priorities and give strategic direction for West Midlands Police who will continue to protect and serve local communities. We are also in the second year of the four year Comprehensive Spending Review (CSR) period which has reduced the force's funding. This plan addresses the changes we are making in response to this new financial settlement.

Policing in England and Wales is undergoing a transformation. The Winsor Report proposes an overhaul of pay and conditions of service for police officers and staff. The governance change from Police Authority to PCC, phasing out the National Policing Improvement Agency, the establishment of the National Crime Agency and the development of new models of delivery for police information communication and technology (ICT) and leadership and training are just some of the changes to the policing landscape.

The past year has also been very challenging. The year saw us driving down crime even further and improving public satisfaction levels while meeting the demands posed by organised crime gangs and protecting the public from terrorist activities. August 2011 saw us face one of our most testing times in recent years, when disorder came to the towns and cities of the West Midlands. Officers and staff worked tirelessly to restore order, whilst Authority members and senior officers engaged with community leaders to help maintain trust and confidence. We acknowledge the tremendous individual, team and community contributions made.

This year West Midlands Police faces more challenges, with the Olympics in particular placing further demands on resources. Despite this we are determined to ensure high standards of service are maintained, and in many cases improved. This can only be achieved by transforming how West Midlands Police works through our change programme, Paragon.

This plan is more than simply a set of performance priorities, it aims to identify how the major changes we have been making to policing link to how the force will look in the future and how we continue to improve our services.

We are keen to ensure that the financial and operational plans being developed this year provide a robust basis to carry through the change in governance, whilst ensuring that an effective and efficient police service continues to be delivered to our communities.

Chair of Police Authority

Chief Constable

2. INTRODUCTION

This plan sets out how West Midlands Police will serve and protect the people of the West Midlands throughout the period 2012-2015. West Midlands Police is the second largest force in the country, delivering policing services to 2.6 million residents in the seven local authority districts that comprise the force area.

The West Midlands is a vibrant region that brings the challenge of policing one of Europe's most exciting and cosmopolitan regions. Our policing capabilities have to be broad enough to deal with the challenges of anti-social behaviour through to the threat of organised crime and international terrorism. Our approach has to be compassionate and attentive to the needs of our very diverse communities. We want the region to be one of the safest places to, live, work and socialise.

West Midlands Police Authority is responsible for:

- Appointing the Chief Constable and other chief officers.
- Setting the budget and the amount you pay to policing through council tax.
- Consulting the public.
- Agreeing the plans and objectives for policing.
- Working with partners on community safety and policing.
- Holding the Chief Constable to account.
- Monitoring how the police deal with complaints.

We base the plan on the Force Strategic Assessment (FSA) and the public consultation carried out by the Police Authority and the force. The Strategic Assessment is used to identify, through our intelligence systems, the key threats and challenges the force faces. We use this to plan our operational activity and help set priorities in the plan. Our extensive public consultation programme ensures the public's voice is reflected in the plan. This year, with the reduction in national crime measures, we have been able to set priorities that far more reflect what actually affects communities of the West Midlands.

The 2012 plan looks forward to the year of the Queen's Diamond Jubilee and the Olympics; a further year of reducing crime and disorder, bringing criminals to justice, offering good service to victims and witnesses and improving trust and confidence in policing. 2012 will offer the day-to-day challenges of policing across the vibrant and exciting West Midlands conurbation.

Police and Crime Commissioner

On 15 November 2012, the people of the West Midlands will elect a police and crime commissioner (PCC) who will be responsible and accountable for the strategic direction of policing in the West Midlands Police area. The PCC will take office on 22 November.

Many of the duties that the PCC will undertake will be identical to those currently carried out by the Police Authority, which will be abolished in November.

The PCC will set the strategic direction for policing in a Police and Crime Plan that will replace this plan, and will assume responsibility for setting the policing budget and precept, ensuring value for money.

To set local policing priorities, the PCC will consult and engage with communities throughout the West Midlands.

In support of the delivery of an efficient and effective police service, the PCC will hold the chief constable to account on behalf of local communities. He or she will also be responsible for the appointment, and if necessary, the dismissal of the chief constable.

These responsibilities are currently undertaken by the Police Authority, but the PCC's role will extend further than this, to include engaging with partners to provide an efficient and effective criminal justice system, and to reduce crime, disorder and re-offending. The term 'partners' refers to organisations that can contribute their specific expertise to the overall aims of reducing crime and disorder.

The PCC will be responsible for allocating a community safety grant to any individual, project or person locally and can commission community safety services as he/she deems necessary.

A "Policing Protocol" published by the government will ensure that the PCC is responsible for the strategic direction of policing and does not seek to interfere in operational policing matters which remain the responsibility of the chief constable. The PCC will not have day-to-day control of operational policing.

From November 2012, both the PCC and the chief constable will be required to have regard to the 'Strategic Policing Requirement' (SPR) in their planning and resource allocation. The SPR, issued by the Home Secretary, is a statement of the collective capabilities that police forces across England and Wales will be expected to have in place in order to protect the public from cross-boundary threats such as terrorism, civil emergencies, public disorder and organised crime. We have begun a 'shadow' SPR in this plan.

The PCC will be held to account on an ongoing basis by a local Police and Crime Panel made up of councillors and independent members.

STRATEGIC POLICING PLAN 2012-2015

For more information about the PCC, see the West Midlands Police Authority website at www.west-midlands-pa.gov.uk/crimecommissioner.asp or contact the Police Authority for a briefing.

3. TRANSFORMING WEST MIDLANDS POLICE: OUR JOURNEY

Over the last ten years, West Midlands Police enjoyed a period of sustained, successful performance driven by an increase in available resources and a strong focus on targets through 21 operational command units which policed the area. This approach delivered considerable improvements for the public of the West Midlands with significant reductions in crime but by 2009 our approach no longer assured an affordable and modern service to meet 21st century needs.

Programme Paragon began in 2009. It aimed to address the, as yet, ill-defined emerging financial challenges. At its heart was the need to improve the service and protection afforded to citizens of the West Midlands and to strengthen partnership working within new financial realities. April 2010 saw the force make major changes to its structure to create an affordable and sustainable model of policing and improve delivery and joint working with partner agencies.

Ten local policing units (LPUs) replaced 21 operational command units. These were coterminous with local authority boundaries and more focused on local service delivery. LPUs were no longer self contained policing areas with the full range of policing capabilities and high financial devolvement. They were designed to operate more collaboratively within a stronger corporate framework to avoid unnecessary duplication and competition. LPU commanders could rely on support for important strategic services like major investigations, intelligence and support services like human resources and finance from new centralised and more specialist departments. The implementation of the Paragon model, which was revolutionary for the force and consciously delivered at speed, was a very challenging period.

In late 2010, following the publication of the Comprehensive Spending Review it became clear that the financial assumptions underpinning Paragon underestimated the scale of the challenge. A flat 20% reduction in the police grant over four years presented greater difficulty for West Midlands Police which derived 87% of its funding from that source. This fact, together with the front loading of the spending gap which amounted to some £126m over four years, required the force to take actions over and above the Paragon plan.

A very large proportion of the budget is spent on staff so the force and Authority took steps to halt recruitment and use Regulation A19 to require police officers to retire at the point of full pensionable pay. A voluntary redundancy scheme was introduced for members of police staff.

These measures began to reduce the workforce. The required £40m savings for 2011-2012 were identified and a clear pathway for future savings was established. The focus switched to the need to find a means of delivering the desired outcomes with significantly fewer staff.

Four core approaches were adopted.

Continuous Improvement is a lean system approach supported by consultants KPMG that examines systems and processes to identify and reduce waste, duplication and inefficiency to improve policing services. This was applied to the forward facing elements of local policing units. In a data rich and consultative manner, the force began to establish a new service delivery model which created sharper role definitions and a more systematic approach to addressing response policing, contact with the public, investigation and criminal justice requirements. Continuous improvement has become the primary means by which the force can achieve reductions in police officer numbers.

At the same time, an approach called **Priority Based Budgeting**, supported by consultants PricewaterhouseCoopers, was applied in two tranches to the remaining elements of the force. This process refined existing service delivery standards and provided choice about affordable options for the future. The application of priority based budgeting has been particularly effective in identifying savings from non-staff budgets and support activity. It has allowed the force to identify the bulk of the saving required in 2012-2014.

In 2011, the Authority agreed a **collaboration strategy with its counterpart in Staffordshire**. This recognised that opportunities exist to improve resilience and identify savings through joint working between the two forces. Work to deliver on this expectation continues. In the past 12 months a shared Legal Services Department has been launched and work is being developed to increase collaboration in uniform operations, information communications technology, criminal justice and forensic science. At present these useful projects appear more likely to improve service and resilience than provide significant savings.

Finally, Programme Paragon embraced a series of longer term projects. Some of this work, such as crime management, intelligence and neighbourhood policing, is being delivered as part of business as usual. Four strategic projects are still being pursued, however, and are expected to deliver significant improvement and cost reduction before the end of this Comprehensive Spending Review period. These proposals embrace fundamental changes to custody, contact management, information technology and support services.

As the change programme within West Midlands Police matures, it has become apparent that there are some tangible limitations and constraints to the force and Authority's ambitions. The transformation of policing rests on the ability to uplift technology, introduce new systems and processes and change the culture of the organisation. The real challenge is that these changes must take place in an integrated way that has thus far proved very difficult within the police service. It is the view of the force and the Authority that, despite its size, the force does not possess the capacity and capability to make these changes alone and that we should attempt to identify a partner from the private sector to work alongside us.

STRATEGIC POLICING PLAN 2012-2015

The exact destination of the transformation journey will only be clear when the dialogue with potential partners is under way. It is recognised, however, that the engine for change will come from a step change in the way the force draws in and processes information and uses it to control all of the resources at its disposal. This shift will create huge opportunities to revolutionise the way service is delivered and to offer new choices for the public to engage with policing. All of this will provide opportunities and challenges for staff within the force.

It is a reasonable assumption that even if the Police Authority were to continue to support business partnering, it is unlikely that the new arrangements could become operational before the end of 2013, after the implementation of the new Police and Crime Commissioner. It is critical that West Midlands Police does not lose momentum during this period of transition. This means accepting that the force will need to have identified almost all of the £126m savings it requires and that major projects such as custody, contact management, support services and changes to ICT must progress to a defined and logical transition point.

This understanding of the change path that the force has followed since 2009, and the future transformation vision, allows the force and Authority to now talk with some certainty about the shape of policing at the end of this Comprehensive Spending Review period.

4. OUR FORCE IN 2015

With the considerable reduction in funding we need to ensure the public fully understand how we will still protect them and offer good policing services. We recognise the public want to be reassured that, as our force gets smaller, we will still protect them and offer good quality, accessible services. We believe we can, within the financial challenges we know we now face.

As a result of substantial reduction in budget the force will have to look different and change its approach. This does mean service will look different, but it does not mean we cannot be more effective in meeting the needs of 21st century citizens. Our change programme, Paragon, has been taking us forward to help answer the question, how will we do this?

Since 2009 we have already made reductions in staff numbers and to the budget.

Table 1(a) – Budget reductions Since 2010

Budget 2009-2010 £m		Budget 2010-2011 £m	Budget 2011-2012 £m	Proposed budget 2012-2013 £m	Indicative budget 2013-2014 £m	Indicative budget 2014- 2015 £m
423	<i>Police officers</i>	434	414	401	400	398
133	<i>Police staff</i>	143	130	125	117	113
110	<i>Non pay</i>	116	106	98	93	89
666	Total	693	650	624	610	600

Table 1(b) – Reductions in Staff Strength in CSR Period

Strength for 2010-2011 budget		Strength for 2011-2012 budget	Target strength for 2012-2013 budget	Target strength for 2013-2014 budget	Target strength for 2014- 2015 budget
8,593	<i>Police officers</i>	8,100	7,799	7,614	7,428
4,030	<i>Police staff</i>	3,472	3,156	2,849	2,553
800	<i>PCSOs</i>	751	732	700	678
13,423	Total	12,323	11,687	11,163	10,659
	<i>In year reduction</i>	1,100	636	524	504
	Cumulative reduction	1,100	1,736	2,260	2,764

As can be seen in the table above, we have already made the bulk of the savings needed. Much of this has been possible by reducing the services that help support our organisation like administration, fleet and HR. The scale of reductions are such that it is impossible not to reduce the numbers of people in operational areas, but we have developed new ways of working to cope with these changes and ensure we maintain quality services.

The shift in approach

As fewer resources are available the force needs to change the way it works. Our change programme is about reducing costs but also making the force fitter to do this. The programme has been changing structures, systems, processes and services to ensure we build an operational ethos that ensures the force has:

- **A spread of resources that can deal with policing problems from neighbourhood concerns to national issues.**
- **Good partnerships that expand the type and capacity of work that can be carried out.**
- **Shifted the operating approach from being able to react to all demands to being more pre-emptive and trying to reduce demand.**
- **Flexible and resilient information systems to help us understand issues and solve problems quickly and accurately.**
- **A focus on solving policing problems by concentrating on victims, offenders and high risk locations.**
- **Excellent channels of communication for the public to contact the police and find out what is happening in their case.**
- **A culture committed to service and improvement and a workforce of skilled, flexible and well trained staff.**
- **Very efficient systems and processes to help work effectively and productively.**
- **Lean support services that ensure we run our force efficiently.**

You will see this shift in ethos and the way we are changing how we work reflected in the priorities at section five in this plan.

West Midlands Police has not yet become the organisation we want it to be, but our change programme and the aims in this plan show we have made considerable progress. We know how we will make future savings and what this means for you. We believe that between 2012 and 2015 our service will change across these areas:

A. Making sure the public are involved in policing

We have already made good steps through neighbourhood policing and the use of local reference groups to help the public influence our decisions on local priorities or during serious incidents. This helps make sure we do the things that matter to the public. We will develop the way we let the public become involved in volunteering or as special constables. We are also committed to surveying and maintaining a big commitment to social media to share information with communities. This will carry on and we expect the new Police and Crime Commissioner to develop how they will interact with the public.

B. It all starts in a neighbourhood because local policing matters

All crime and anti-social behaviour, organised crime and terrorism start and finish in a neighbourhood and that is why we believe passionately in neighbourhood policing. Our neighbourhoods have different needs but everyone wants access to a local team that understands the local area where they live and tackles local problems.

We will keep neighbourhood policing as a central part of what we do because everyone needs neighbourhood officers. Each local authority area (except Birmingham which will have four) will have a local policing unit (LPU) headed by a senior police officer in charge of all the neighbourhoods where you live.

What is different is:

- **We will have smaller neighbourhood teams BUT officers will not now be taken away to deal with other matters and will be dedicated to the area**

In the past we may have had large scale teams, but too often they were taken away to deal with sporting events, operations or to investigate crimes. Our continuous improvement programme has altered how we work so these officers have one job: to concentrate on your neighbourhood. The pathfinder sites at Birmingham South and Solihull LPUs show that this is working well.

- **Neighbourhood teams will be involved in broader issues**

Neighbourhood teams need to concentrate on concerns identified by the community, but the public would also expect them to have a critical role in targeting criminals in the area, particularly those we know are involved in more serious crime. We will involve neighbourhood officers much more in offender management and tackling gangs and organised crime. Providing neighbourhood officers with better technology, so they can tap into information when out on patrol, is a short term priority and one we hope we can build on.

- **We will develop greater emphasis on thematic or virtual communities**

A community is not just a group of people who live in one place. Some people feel a stronger affinity to groups of people like them who live in different places. Other people feel much happier working with us through social networking sites on the internet. We will develop our approach reflecting society's new social patterns.

- **We will make it easier for you to contact neighbourhood teams**

You can access your local team via the West Midlands Police website or the Police.uk website using email or by telephone. Neighbourhood teams will also use the most popular forms of social media. Through the future development of technology we will improve how we manage contact with your neighbourhood team so we can speed up our response.

We do not think we need, or can afford, as many police buildings to deploy our reduced policing workforce. We have made changes to opening hours at a number of our sites. As we reduce the actual number of police buildings we need to find locations with our partners that are the most convenient for you so you can speak to your local police.

- **Strengthening local partnerships**

The force needs to be well connected into other local agencies and voluntary groups as an area cannot be made safe, and feel safe, without them. We need to see how, across the West Midlands, we can create shared facilities, like drop in centres, so you can find all the services in one place.

We need to look at how we can connect technology so we are able to share information or make referrals to partners in a more automated way.

Where functions overlap with another organisation we will work to co-locate teams. We have already begun multi-agency safeguarding hubs in Birmingham and Offender Management Teams include probation staff. We will look to extend this approach.

Through business partnering with the private sector we may explore additional services to help you where it is beyond the service the police ought to provide.

Partners will not be just from the public or private sectors. The police and Crime Commissioner will commission a number of community safety activities, and the voluntary, community and faith sectors have a vital role.

C. A reliable emergency service and a dependable service

Reacting and responding to crisis is the first thing the public expect of the police. In the past, with greater numbers, the force had more resources to deploy. With fewer officers, our continuous improvement programme has helped us change the way the force works so response times and reliability can be maintained and improved.

West Midlands Police will still be an effective emergency service and more reliable, so that we will get to you at an agreed time.

What is different is:

- **When it is not an emergency, we will resolve more things over the phone or through the internet**

If you want the police to come and see you, they will. For lots of things they do not need to see you face to face, and we know you do not want them to visit. Where this is the case they will resolve over the phone. We believe a future business partnership may open up more opportunities for internet contact.

- **Officers book appointments in less urgent cases**

Not all incidents are emergencies so officers do not always need to rush to see you about a problem, and waiting for a visit does not suit many people. The force is now making appointments at our stations or at people's homes and coming to see you at an agreed time. This helps you plan for officers visits and helps us plan where to send our people throughout the day.

- **We have fewer response officers, but they are dedicated to responding to emergencies**

Response officers no longer conduct lengthy investigations or do other work they did previously, cutting down on the paperwork they need to fill out. When they make an arrest they can pass the prisoner on to a prisoner handling team. This means less time in the police station and more time to attend calls. In our pathfinder sites, where this approach is being tested, it is working well. We believe business partnering with the private sector can bring improved technology to improve tracking of our units, automated deployment, mobile data and, from the scene, visual imagery to the control room so we can get the maximum use of all our patrols.

- **We will have total control of resources**

Our control rooms focus on responding to calls and despatching patrols to these. We will develop, with a partner, a command centre approach so that all visible and covert policing resources are controlled in one place. This combined approach will provide access to detailed intelligence to help speed up decision making.

D. A reliable and trusted service for victims and witnesses

As a victim, experiencing crime can be traumatic. You want to know what is going to happen to your case and you want it resolved quickly. Not everyone wants to go to court and in some cases we think there are better ways of resolving things.

The police will still investigate crime effectively and take caring for victims and witnesses seriously. In serious cases, victims or their families will still receive family liaison officers.

What will change?

- **We will speed up investigations so you are aware what is happening at an earlier stage**

Crime investigations are complex. Asking officers on shifts to manage complex crimes whilst responding to emergencies is not effective any longer. The force is using dedicated officers to investigate crime and handle prisoners. We are piloting changes to complex issues like CCTV management and examining electronic devices to speed up the rate at which cases are progressed. We will use technology to improve how we manage crime investigations and prosecutions in 2012 and we believe business partnering may offer more innovative solutions for managing cases.

- **We will assess more carefully how much time and what resources to allocate to each investigation**

Whilst West Midlands Police would like to catch the person responsible for every crime, this does not happen. What we do know is, concentrating on catching those where there is a good chance of getting a positive result will reduce crime in an area and sometimes these offenders do admit other offences. Different victims also have different needs and we need to take people's vulnerability into account when deciding how much support people need.

We are setting consistent standards on which crimes will be investigated further after initial contact with you, based upon the evidence available. This helps devote more time to cases where offenders can be caught. Very costly services like forensics will now be assessed by a trained expert before a forensics officer is deployed as they have often been sent to cases where they are very unlikely to gain evidence. Modern technology is already being used, like image transfer to take fingerprint samples from scenes. We believe further technology through business partnering could help us better control deployment of crime scene officers.

In serious cases like murder, rape, other violent crime or cases that have a big impact on the community, a different approach is used to that for crimes such as theft. These cases are regularly reviewed but will always be investigated, regardless of the evidence available, as they are so serious.

- **We will concentrate more on feedback to you in the way you want it**

Having dedicated investigation teams means that they can work the hours that you are available so we can make sure the standards of contact for your case are kept. We hope in the future, we can allow you the option to follow your case online, but for now we are working hard, and getting more effective, at keeping you updated. We still think working with organisations like Victim Support will be vital to provide the right support and help to suit your needs.

- **We will concentrate on preventing crime against groups who suffer more crime and increase their satisfaction**

Not everyone has an equal chance of being a victim. Our analysis shows young people have a higher rate of victimisation. Hate crime also targets more vulnerable groups. Police will spend more time looking at how to reduce crime against these groups and improving their satisfaction with policing services.

E. Tackling the people who hurt the public the most and sensible solutions for early offenders

A core role of the police is to track down offenders and bring them to justice. The police also target those people where there is intelligence that they are committing crimes. The police then, either catch them or, with other agencies, prevent them offending. West Midlands Police has been at the forefront of the use of community resolutions, (sensible alternatives to arrest and charge) where in appropriate cases officers work with victims and offenders to find the right way of dealing with the problem. This approach will continue.

What will change?

- **We will improve offender management teams**

Each of our local policing areas has an offender management team, which includes partners. We will increase officers in these teams so we have more capacity to manage offenders. The police will use a more robust method to pinpoint those offenders that need to be targeted. A small number of offenders commit a substantial amount of crime. Officers will work with more offenders to stop them offending again. We believe diverting offenders away from crime rather than just reacting to crimes being committed, will cut crime in the longer term. We hope to increase the use of technology to identify and monitor the most prolific offenders.

- **We will increase resources targeting organised crime groups and gangs**

Organised crime groups, and their gangs, commit a considerable amount crime and anti-social behaviour. In 2012 we will increase resources and the police will join with local partners to work at solutions to this problem. We will continue working with the region and with the new National Crime Agency.

- **We will keep using common sense resolutions and bring in more community justice**

Not every crime or problem needs to end up in court. Victims sometimes want an alternative solution. A conviction at court can criminalise a young person who has made a mistake. However, a more sensible solution would enable them to learn from this without damaging their future. In the past a heavy focus on detection rates has encouraged the police to charge people with offences rather than sort out the problem. It is not the right solution in many cases and the court process is very expensive.

We have been very active in trusting our officers to choose, in appropriate cases, common sense ways of solving a problem through community resolutions. This usually involves an offender saying sorry and agreeing to an action to remedy what they have done. We still see these as important and we want to increase the use of more structured restorative justice, where offenders can often meet victims and directly learn from the hurt they have caused. We think these approaches can work well in the right cases, with first-time offenders and less serious cases. We will increase the number of staff who are skilled to do this work.

F. Investment in services that protect you

As the largest conurbation outside London, the force faces complex policing challenges from major disorder to terrorism. The same level of capability will be offered in investigation of major crime, public protection and public order policing but, through force programmes, we will increase productivity and impact through improved processes and technology. The Counter Terrorism Unit is part of the UK Counter Terrorism Infrastructure which will be reviewed as part of the UK wide picture after the Olympics.

G. Sharing services with our collaboration partner Staffordshire and through national arrangements

Some of our services can be delivered jointly with Staffordshire Police. It will make no difference to your experience of policing in how we organise some services and it can be more effective to share them.

Starting in 2012 we will work at sharing:

- Specialist uniformed resources like firearms, roads policing and dogs.
- Legal services.
- Criminal justice and custody services.
- Forensic services.
- Information technology.

We will pool our helicopter into the National Police Air Service, when it comes into operation. We will and still share motorway policing resources through the Central Motorway Police Group.

H. Our supporting services will be leaner and delivered in partnership with private providers

The public want as much policing resource deployed on policing services they actually receive, not on running the police force. We are making our support functions much leaner and these have contributed the most in our cash savings so far. These functions are being centralised and shared across the force.

Citizens expect visible policing and actual enforcement powers to be delivered directly by the police. How we make sure policing works effectively through our support services like estates, fleet and information services is less important to the public. Some important services like managing custody can be delivered to the same standard, but at reduced cost by others. We expect, over the next year, to identify which functions of the force can be best delivered with one or more commercial partners.

I. A workforce for the future

Policing is a people business and effective and skilled people are vital, but the newly developed shape of the organisation does mean changes.

- **We will have fewer but more capable leaders**

Compared to other sectors we have high numbers of management tiers. This reflects the rank structure and systems that operate in the force. We will see a reduction in management tiers as the force is redesigned, concentrating more on roles and less on rank. Leaders will supervise a wider range of roles. This will mean more people actually delivering services and fewer supervising them, but it needs a change of culture and improvement in skills, working practices and technology.

- **Police officers deployed to roles requiring police skills or powers**

The current cost reduction requirements still mean too many officers occupy roles that could be done by police staff or a partner. As the Comprehensive Spending Review progresses we need to correct this. We expect to see reductions in total police officer numbers but a greater proportion in operational roles by 2015.

- **A more professional, representative and agile workforce**

Ensuring we have a workforce reflective of our communities will remain a priority, when we have the ability to begin recruitment. As we develop our working methods using ICT through partnering, we can ask more of our staff to work in modern working arrangements either using remote working or annualised hours. Staff will need to have a far greater level of personal responsibility for their development and personal management by using more self-service arrangements for their development and career management.

- **Greater specialist roles**

Our current arrangements require officers to be competent across a number of skills. This is no longer sustainable, through the continuous improvement programme we are specialising roles within local policing.

- **Integration of partner staff**

We already have partners co-located. If business partnering is successful we expect to see the staff who work for our partners within teams, with our own staff.

- **A culture that is more about good customer service**

The job of the police is to prevent and investigate crime, keep the peace and enforce the law. Sometimes that brings them into conflict with people. In the past the police were expected to concentrate on catching offenders and bringing them to justice. That is still the case, but citizens now expect standards of care that match a level of service experience they receive in other walks of life. We have some great staff who meet these expectations, but we will place greater value on good service and make sure our ways of working are determined much more by public need.

J. Assets

The buildings and other places the police operate from, currently provide a visible presence for policing services in communities, though a very high proportion are not available for public access. Many are high cost and poorly located. Traditional working arrangements mean staff have to work at one of our sites. Some important functions like custody are fragmented, increasing cost and risk. ICT and information management require modernisation.

- **We will reduce the size and cost of our estate and increase our usage of occupied buildings**

We will look at reducing the number of police buildings to reflect the new shape of the organisation. We will ensure neighbourhood teams are based in accessible locations within their communities. Some of these will be shared with partners or located in busy places rather than with main police stations. We do know that it is important to you that officers are located in easy to reach places, so we will make sure they are in the best location for you.

We will review our administration buildings to see if flexible working can reduce the number of sites we occupy.

We will build two new major custody developments across the next two years to ensure maximum efficiency and safety and move away from smaller sites.

We will also reduce the number of sites where we answer your calls from twelve to two or three. As we do this we know we can improve our service and we will make sure, through the changes, to ensure the people in these sites have a good understanding of your area.

- **We will develop our use of technology to improve the use of the information we hold**

We need to develop the force’s technology so we are better able to present and use the information we hold. Too much time is spent seeking information and the presentation of information lacks the integration with other sources of data we expect in our daily lives. We also have limited mobile data so we can pass the information our staff need on the ground and so we can use this to reach our office staff in a more agile way. This will allow more shared office space or flexible working. We will begin these changes in 2012.

So where will the savings fall?

We have outlined how we are changing the workforce, we can now have some confidence that we can achieve savings and still offer the protection you expect of the police. We are still only one year into the Comprehensive Spending Review (CSR) but we believe across the first three years of the CSR, savings will be made across the following areas:

Table 2 – Impact of PBB savings on HMIC budgetary categories

2011-2012 Budget £m		PBB savings 2012-2013 to 2013-2014 £m	Reduction by 2013-2014
227.4	<i>Visible</i>	-4.3	2%
137.5	<i>Specialist</i>	-12.5	9%
103.7	<i>Middle office</i>	-3.3	3%
109.0	<i>Back office</i>	-23.1	21%
577.6	Total	-43.2	7%

The final savings will reflect possible changes in priorities, including those of the police and crime commissioner.

5. STRATEGIC PRIORITIES AND PERFORMANCE MILESTONES

Our strategic priorities align with our force vision

'Serving Our Communities and Protecting Them from Harm'

The 2011-2012 performance year resulted in:

(Details to be added when results are available)

We still believe that our priorities remain valid this year, though this year's plan will see some changes in how we deliver them.

Our priorities are:

- **To improve trust and confidence in policing.**
- **To improve the quality of our services.**
- **To consult and inform the public how we will change our priorities and services reducing resources.**
- **To protect our communities from crime and anti-social behaviour.**
- **To protect our communities from the threat of terrorism and serious and organised crime.**
- **To protect vulnerable people and neighbourhoods from harm.**
- **To support economic and social prosperity in the region.**

How we deliver these priorities now reflects the reshaped approach of the force. All our milestones aim to improve in 2012-2013 against the year 2011-2012.

To improve trust and confidence in policing

We aim to deliver:

- **An improvement in overall public confidence in West Midlands Police to 88%.**
- **An improvement in the percentage of the public who feel the police are doing a good job to 88%.**

Both will be gauged by our Feeling the Difference Survey, a long running and independent survey.

How do we do now?

84% of the public have overall confidence in the police based on our survey. This has fallen slightly in the last few years.

86% of the public think we are doing a good job based on our survey. This has been fairly constant.

Improving confidence remains at the heart of our changes. Whilst national events and budget cuts have influenced public confidence in policing we intend to improve performance in this area.

What are we going to do?

We will improve by:

- **Implementing the new force strategy to improve Trust and Confidence.**
- **Implementing our new Equality, Diversity and Human Rights strategy to meet our equalities duty.**
- **Continuing our work on our Feeling the Difference Surveys to better understand public confidence.**
- **Ensure confidence survey data is available at sector or constituency level so neighbourhood inspectors can be held accountable for improving confidence in their area.**
- **Improve our external communications so we can ensure the public have a good understanding of the action West Midlands Police are taking on their local issues.**
- **Use mobile technology to ensure officers can remain on patrol and not have to return to the station for administrative work.**

To improve the quality of our services

We aim to deliver

- **An increase in overall satisfaction with our service for victims of crime to 88%.**
- **An increase in overall satisfaction with our service for victims of anti-social behaviour (ASB) to 80%.**

Both will be gauged by our Contact Counts Survey.

How do we do now?

Overall satisfaction with the service we offer in response to a report of crime is high at 86% and stable. Satisfaction with service in response to ASB has increased, up by 2% since last year to 76%. The force is in the top third in the country for satisfaction with service.

There are areas for improvement. Our surveys show that people from black and minority ethnic (BME) backgrounds are less likely to say they are satisfied with the service they receive. Younger people are also less likely to be satisfied with service, at 83% among those aged 16 to 24 years, but exceeding 90% among those aged over 65 years.

Our change programme has been about making sure service experience is improved. We are pleased that satisfaction in action taken and feedback given is, in the last few months, the best it has ever been. We aspire for more improvement across all communities.

What are we going to do?

We will improve by:

- **Integrating the wide range of ways we receive feedback on our service through complaints, the Rate Your Local Police website, Quality of Service information and our Contact Counts survey, to create better information on what we do well and where can we improve.**
- **Concentrating on making sure the public are aware of the action the force are taking and in getting good feedback in the cases they report to us.**
- **Making sure we have good systems in place for auditing of service quality by line managers.**
- **Concentrating on understanding and improving satisfaction from minority groups and young people who show generally lower levels of satisfaction.**

STRATEGIC POLICING PLAN 2012-2015

- **Understanding the service experience for repeat victims and improving our response.**
- **Valuing and rewarding good service from our staff and challenging poor performance.**
- **Looking at important services to set higher standards for customer experience.**

To consult and inform the public how we will change our priorities and services with decreasing resources

There is considerable change underway in policing and we understand information about cuts causes people to lose confidence or worry what this will mean for them. We want to make sure we are informing you where decisions mean a change in services. In some cases the force will need your help in getting the decision right. Specific consultation processes will be put in place where you can contact the force through social networks and at community meetings, as we always want to hear your views.

We aim to deliver:

- **A joint force and Police Authority consultation strategy, so we have clear roles when involving the public in changes to the services we provide.**
- **The use of social media as well as traditional meetings to seek your views.**

To protect our communities from crime and anti-social behaviour

We aim to deliver:

- **A reduction in total crime of 5%.**
- **A reduction in burglary of homes of 8%.**
- **A reduction in robbery of 8%.**
- **A reduction in serious violence by seeing:**
 - **A reduction in most serious violent crime offences of 8%.**
 - **A reduction in victimisation of women between the ages of 19 – 28.**
 - **A reduction in accident and emergency attendance for serious assaults for young people between 13 – 24.**
- **An increase in the number of burglary offences detected to 15%.**
- **An increase in the number of robbery offences detected to 21%.**
- **An increase in the number of most serious violent crime offences detected to 50%.**

How are we doing?

We have made some really good steps forward in reducing crime in 2011/12.

(Details to be added when results are available)

We have levels of overall crime lower than similar areas in the country but we want to reduce crime further. We recognise we are seeing some changes in the type of crimes committed during the current challenging economic times. Metal theft has increased, so the police are having to be more responsive to changing trends in crime. We have therefore set fewer thematic crime type measures in this plan. Cutting overall crime is the key.

We feel robbery should remain a priority area with a separate milestone, despite big reductions this year, as it has a very high impact crime on victims and young people in particular. Robbery levels are generally higher than in other parts of the country. We also feel burglary of homes is so intrusive it should stay a priority, though levels do compare well to similar parts of the country. Vehicle crime does not have a specific target but it will be included in our intent to reduce total crime.

We think violent crime is important so we will look to further reduce the most serious violent crime. Some groups of people are more vulnerable and so we think concentrating on reducing crime against young women between 19-28 is important as they are a high risk group. We also recognise many young people do not always report a violent attack, particularly with a weapon to the police. We will measure the information on accident and emergency attendance for serious assaults on young people between 13 and 24 to gauge if we are having an impact upon violent crime. We believe this to be consistent with the government's strategy on Ending Gang and Youth Violence.

We have seen some improvements in how effective the force is in solving crime. West Midlands Police is a strong user of community resolutions to provide common sense solutions to problems and we want to continue this. The Continuous Improvement Programme has been looking at how we can improve investigations to secure more convictions and this will produce results during 2012. We are also looking at how to improve the use of forensic material in investigations. For this reason we believe measures of solving and resolving robbery and burglary should be a feature of the plan as should most serious violence.

Much of our change has been to build our ability to carry out this work with fewer resources. The Continuous Improvement Programme is strengthening neighbourhood teams who problem solve, response teams who can get to calls quickly and investigators dedicated to your case. Our new intelligence function will improve the standard and quality of intelligence, which informs decision making. Our new Offender Management Teams will target offenders in the community. We believe this reshaping in 2011-12 will ensure we can continue reducing crime and improving service.

What are we going to do?

We will improve by:

- **Working jointly with partners to agree shared local crime reduction priorities.**
- **Implementing a new intelligence model to improve our problem solving by having better information available about offenders, victims and repeat locations.**
- **Concentrating on areas with the highest levels of crime and disorder, repeat locations and repeat victims to have the biggest impact on crime and anti-social behaviour.**
- **Concentrating on targeting known offenders through offender management.**
- **Developing specific plans to make victims, who our analysis shows are at highest risk, less vulnerable.**

- **Setting and applying consistent strategies and plans to combat specific crimes like robbery and burglary in homes.**
- **Targeting metal theft as a key crime trend.**
- **Deploying mobile identification devices to improve our ability to identify offenders on the street.**
- **Reviewing our forensic evidence management in two areas of the force.**
- **Implementing the Crime Services Team with better systems to record and control investigations and replace our current crime investigation system.**
- **Implementing investigation and prisoner handling teams across the force so we can improve the speed and quality of investigations.**
- **Implementing electronic file management, digital interview recording and improving our management of CCTV and digital evidence to ensure cases are ready for trial quickly.**

To protect our communities from the threat of terrorism and serious and organised crime

We aim to deliver:

- **An environment safe from threat of terrorist or extremist violence.**
- **A reduction in the threat posed to our communities from organised crime and gangs at all levels, from neighbourhoods and streets to international trafficking.**
- **To implement the Government's Contest strategy.**

How are we doing?

As a major conurbation we face a significant challenge from serious and organised crime and gangs. West Midlands Police carries out a number of very effective operations each year, and has also been effective using the Proceeds of Crime Act to seize the assets of criminals. We ensure we have significant covert policing resources to help in this work. We do believe we can extend work of local policing units and their neighbourhood teams and their partners to disrupt organised crime more effectively through the new National Integrated Operating Model. The advent of the new National Crime Agency will improve our national and regional coordination, and we will continue to deliver joint operations with other regional forces.

With partners, West Midlands Police is carrying out some excellent work to tackle gangs and this year we have seen reductions in gun crime in West Midlands. The government's Ending Gangs and Youth Violence Strategy provides new energy to move the work on still further.

The West Midlands has seen significant terrorism arrests in 2011. With the significance of an Olympics year the work with partners and the community to prevent violent extremism and, where terrorism is identified, to pursue those offending is undiminished.

The strategic policing requirement in this document explains how these areas are important to the West Midlands and our role in the national effort to meet these threats.

What are we going to do?

We will improve by:

- **Ensuring we implement the integrated operating model for organised crime to ensure all organised crime groups are owned within the force and interventions with partners at international, national, regional, force, local policing unit and neighbourhood level are in place.**
- **Working with regional partners and the National Crime Agency to improve national coordination of operations.**
- **Continuing to target asset seizures against organised crime.**
- **Continuing the work the force is doing to target drug supply, and particularly cannabis farms.**
- **Implementing a West Midlands Police strategy to end gang and youth violence with specific focus on Birmingham, Wolverhampton and Sandwell as national priority areas.**
- **Implementing the government's Contest Strategy with partners.**

To protect vulnerable people and neighbourhoods from harm

We aim to deliver:

- **A reduction in crime and anti-social behaviour in 30 priority areas.**
- **A reduction in repeat victims and repeat demand.**
- **An increase in the number of rape and serious sexual offences detected to 37%.**

Bespoke measures will be set, with our partners, for all 30 areas.

How are we doing?

Whilst crime has fallen across the West Midlands this year, the pockets of crime and disorder are not evenly spread. Some communities have greater needs. Around 6% of our total force area, which covers 13% of households, accounts for around 25% of our crime and anti-social behaviour and calls for service. We feel we should focus more on these areas, many of which can straddle wards, neighbourhood boundaries and our own local policing areas. These areas demand intense problem solving work. We have shared these areas through local assessments with our partners to see how we can cooperate on meeting these challenges. We recognise the remainder of the force area has needs and so we are still committed to neighbourhood policing and effective police work in all neighbourhoods.

We also recognise some people suffer being a victim more than once, some repeatedly. West Midlands Police has been working very hard on this already, through work on anti-social behaviour and hate crime. Both remain important next year but we want to expand this to more types of crimes and repeat calls for service. Less repeat demand will reduce the upset felt by victims and the cost of policing.

We have a strong commitment to safeguarding vulnerable people and will deliver this through our Public Protection Unit. Catching and convicting people for rape and serious sexual offences is important as these have a very high impact on victims and cause community concern. Good improvements have been made this year but the aim is to improve further.

What are we going to do?

We will improve by:

- **Implementing an intensive programme with our communities and partners to reduce crime and anti-social behaviour together in 30 priority areas.**
- **Maintaining our current strategies on anti-social behaviour and hate crime.**
- **Tackling repeat locations, victims and callers through problem solving with our partners.**
- **Reviewing our serious sexual offences investigation process.**
- **Working with partners to develop multi-agency safeguarding teams so all agencies working with children are integrated and we can improve early intervention opportunities for those at risk.**
- **Targeting persistent offenders for domestic abuse and those who seek to sexually exploit children through the internet.**

To support economic and social prosperity in the region

We aim to deliver:

- **A reduction in business crime of 8%.**
- **A safe and enjoyable Olympic Games in the region.**

How are we doing?

We have had a business crime target for a number of years as we recognise protecting business helps our economy. We know that a safe social or work environment contributes to economic growth.

We have seen a good reduction in business crime in 2011-12 despite the targeting of shops in the summer disorders. A large proportion of business crime remains thefts from shops. We have also seen a considerable increase in fuel thefts in some areas. We do believe policies and approaches taken by major retailers could reduce this crime.

We want to reduce serious crimes like robberies involving security vehicles and shops which are less common, but are still serious. Metal theft has also risen as a priority due to economic changes.

The Olympics are an exciting event for the country and our region. Policing the Olympics will have a major impact upon the force both through its national responsibilities, but also as a venue. This will be highly demanding and have a major impact on resources in 2012. It is vital to our reputation as a country and a region to deliver a safe and enjoyable games.

What are we going to do?

We will:

- **Work with business to reduce business crime together with our partners by looking at repeat demand and targeting thematic problems.**
- **Work with partners and the community to deliver a safe and enjoyable Olympics.**

6. STRATEGIC POLICING REQUIREMENT

A considerable proportion of policing activity is not carried out at a local level. Threats from organised crime and terrorism cross force boundaries and the policing response can be regional, national or international. Public order presents a risk beyond the capacity and capability of local policing units to deliver, and at high demand times, forces need to pool their resources. This needs forces to have good interoperability between each other and a clear understanding of the overall national capability.

This is particularly important here in the West Midlands. As the largest conurbation outside of London, organised crime, though sometimes not visible to many in the community, does impact on our communities. The force has made the most terrorism arrests outside of the capital. The disorder of the summer has shown the need to maintain significant public order policing capability, but so do the day to day demands of policing the area. As the second largest police force in the country we are a critical part of the national capability for meeting these threats.

From November 2012 a Strategic Policing Requirement (SPR) will be in place to ensure both Police and Crime Commissioners and Chief Constables have regard to the total spread of policing, not just local issues. The SPR is still being developed, but we have the Home Office Shadow SPR to help outline:

- **The broad threats the area faces.**
- **The capacity we feel we need to support local and national requirements.**
- **The capabilities we need to meet local and national requirements.**

We are supporting the detailed development of the final SPR before November 2012.

A. Threats

As a major conurbation we believe strategic policing resources must be capable of dealing with the following threats:

Terrorism:

The West Midlands experiences the greatest threat of terrorism of any area outside London. Our Counter Terrorism Unit has successfully disrupted both individuals and networks involved in terrorism and extremism, but the threat is persistent. As international events unfold, issues continue to play out within our communities. New risks and challenges now face the police and our partners. Working together, with our communities, as an integral component of local policing is vital to ensure we protect them from harm.

Organised crime: West Midlands Police is home to a number of organised crime groups who engage in crime ranging from financial fraud to drug supply and armed robbery. The majority of this relates to financial profit. The government expects us to meet Tier 2 risks from their national security risk assessment.

Armed criminality: West Midlands Police dealt with 890 gun related crimes with 121 suspected firearms discharges. We know from information held by the National Ballistic Intelligence Service (NABIS) that the area has one of the highest number of firearms in the country. Whilst there is a strong link to organised crime some of our gun crime relates to gangs who present this threat to each other to settle disputes.

Civil emergencies. Our local resilience arrangements have a community risk register that details the emergency planning risks we face. These range from floods, mass fatality incidents to health emergencies. As an agency required to coordinate multi-agency major incidents we have statutory planning obligations, which involve preparing and testing plans under the Civil Contingencies Act 2004. As a large conurbation our capability requires us to consider the impact of such emergencies could be significant. The government expects us to be able to meet risks they define at Tier 1 of the National Security Risk Assessment.

Major events: We are host to major football clubs, party political conferences festivals and events. In 2012 we will have an Olympic venue and many other celebrations. These require a robust operational planning requirement.

B. Our capacity, capability and consistent delivery of protection

Police forces and police and crime commissioners will be expected to work collaboratively with other partners to respond effectively to the threats outlined, in a way that is proportionate and affordable, reflecting national threats as well as the local context. As we have identified, the local context in the West Midlands makes these threats a more central feature of how we police this area than other parts of the country.

With the support of the Police Authority the force can meet the requirements government expects us to have capacity for in the SPR. We monitor our capabilities and capacity against our own strategic assessment and use the National Police Improvement Agency (NPIA)/HMIC Protective Services Assessment tool to ensure services meet the standards required.

The Shadow Strategic Policing Requirement expects us to have the following:

(A) Capacity

Terrorism

We have sufficient capacity to contribute to the government's counter-terrorism strategy, ('CONTEST') – to reduce the risk to the UK and its interests overseas from terrorism – so that people can go about their lives freely and with confidence, by working with partners to:

- Identify, disrupt, and investigate terrorist activity, and prosecute terrorist suspects
- Work with communities and local authorities to identify and divert those involved in or vulnerable to radicalisation
- Protect the UK border, the critical national infrastructure, civil nuclear sites, transport systems, and the public
- Lead the immediate response after or during a terrorist attack, including responding to incidents involving chemical, biological, radiological, nuclear, and explosive material

West Midlands Police has the UK's largest counter terrorism hub outside London

Understanding existing and future threat, risk and vulnerability is essential to the approach of our counter terrorism effort. We will be working closer than ever with our partners, being open, transparent and empowering our communities, focusing on all forms of terrorism and extremism. Our responses will always be proportionate to the risks we face. We listen, continue to learn and provide best value for money in all we do.

It is critical that we detect and investigate threats at the earliest possible stage, disrupting terrorist activity before it can endanger the public and, wherever possible, prosecute those responsible. We work, where we can, together with our communities and aim to maintain the highest levels of trust and confidence.

We place a great deal of emphasis on preventing terrorism and extremism. Our relationships with our communities and partners are the key to our success. Joint plans that support local multi-agency approaches to addressing the priorities identified in counter terrorism local profiles will enable us to track our progress. The plans provide us with the reassurance that we are all doing all we can to prevent people being drawn into terrorism.

Protecting vulnerable places within the West Midlands is also of great importance. Again, working with others will allow us to keep our international border at Birmingham Airport safe and secure. We focus upon protecting crowded places, hazardous sites and to play our part in keeping the 'Critical National Infrastructure' safe.

Organised crime and armed criminality

We have sufficient capacity to contribute to the government's organised crime strategy ('Local to Global, Reducing the Risk from Organised Crime') – to reduce the risk to the UK and its interests from organised crime by reducing the threat from organised criminals and reducing vulnerabilities and criminal opportunities – by working with partners to:

- **Stem the opportunities for organised crime to take root by working with communities and relevant partners to stop people being drawn into organised criminality.**
- **Strengthen enforcement against organised criminals by identifying the threats, harms and risks posed by organised criminals and prioritising activity against them, including through the integrated operating model.**
- **Safeguard communities, businesses and the State by raising awareness of organised crime, helping the public and business to protect themselves and working with private sector and civil society partners to develop safeguards from organised crime.**

Through Programme Paragon we have centralised a significant proportion of specialist policing capability so we are better able to target organised crime through dedicated teams. We act as the host force for the Regional Asset Recovery Team and Regional Intelligence Hub and collaborate with three forces in this region in joint operations.

The integrated operating model for tackling organised crime we are implementing in 2012 will require a stronger focus upon which organised crime groups are to be owned and targeted by which part of the policing model, and where partnerships can be developed. We have extensive covert policing capability and this will be used systematically to target the highest risk groups. Through the Priority Based Budgeting Programme, we have a very good grasp of the capabilities we have in important areas like; investigation, surveillance, intelligence gathering, witness protection, asset seizure and technology to ensure we can be effective against our organised crime problem.

We retain in our policing plan a strong focus on business crime and will work with local enterprise to prevent organised crime. This year we have increased resources set up to identify, disrupt and investigate gangs.

We operate the second largest firearms unit in the country, capable of delivering the widest range of tactics. We have an evidenced based strategic threat and risk assessment document that details the threats we face, the risk firearms pose and the resources required to meet this need.

Public order

West Midlands Police holds the chair for Regional Interoperability which is critical to ensuring forces can work effectively together in times of exceptional need and demand. There is now a comprehensive structure in place to progress work across five key areas of delivery, namely, firearms, public order chemical, biological, radioactive and nuclear (CBRN), surveillance and technical surveillance. These are supported by three enabling strands, namely, communications, command and control and organisational learning.

This structure is replicated nationally and supported by documents such as the National Firearms Mobilisation Plan. This forum will be used in order to seek to accurately determine the capacity required to meet the range of threats and risks that could occur anywhere in the country necessitating national mobilisation and deployment.

We have sufficient capacity to respond adequately to both spontaneous and planned events that require a mobilised response to keep the peace, protect people and property and uphold the law.

West Midlands Police was tested during the summer disorders and did require the support of other police forces to manage the unprecedented events. These events demonstrated the important role that national mutual aid provides. For the Olympics the force will be supporting other police force areas. We have extensively debriefed the disorder and have applied learning into how we operate in the future.

We have well established and nationally recognised regional training arrangements for public order which ensure a high degree of regional and national interoperability in the field of public order policing. Within the force we have 2112 officers trained in public order which is 26% of our establishment. This is one of the highest proportions in the country. In addition, we have 84 commanders, all of whom are nationally trained and accredited and also highly experienced across the discipline. In 2012 our command functions will be further refined to ensure a greater degree of specialisation and continuous professional development whilst enhancing our resilience and skills.

We retain significant numbers of dog handlers within our own dog breeding scheme to ensure continued delivery and are in the process of entering collaborative arrangements with Staffordshire Police to provide improved resilience, capacity and service across, not only public order, but the entire range of functions relating to uniform operational support.

Having been the first force nationally, in the wake of the August 2011 riots, to both commission and then complete a comprehensive debrief, we already have an established structure and processes in place to ensure that lessons learned are embedded across the organisation. Being the second largest force we have a dedicated and purpose built Events Control Suite which enables effective and joined up multi-agency command, control and coordination of activity. This is extensively used both on local events but also for larger scale and regional deployments such as political party conferences, the August riots, and recent industrial action. This facility hosts our Multi Agency Emergency Services Unit and is at the heart of our multi agency plans for delivery of the Olympics where it will run 24 hours a day as a Regional Olympic Coordinating Centre (ROCC).

Civil emergencies and major events

We have sufficient capacity to respond to civil emergencies requiring a national response as set out in the National Resilience Planning Assumptions for events threatening serious damage to human welfare as defined in the Civil Contingencies Act. This should include incidents causing mass fatalities on a significant scale, and chemical, biological and radiological incidents.

We have sufficient capacity to respond to a major cyber incident through the maintenance of public order and supporting the overall incident management and response.

We have comprehensive business continuity arrangements which are regularly tested and exercised against the Community Risk Register. We also have an extensive capability to plan major events, even at short notice, through a team of highly capable planners whose range of experience spans across local football matches to high profile national and international events such as political party conferences and the Papal visit.

(B) Capability and Consistency.

In delivering the capacity to meet these threats the Shadow Strategic Policing Requirement expects us to demonstrate we can:

- Identify and understand threats, risks and harms and ensure a proportionate and effective response (including at times of elevated or exceptional demand).
- Gather, assess and (where appropriate) report intelligence – including the capability to do so across force boundaries and with national agencies.
- Conduct complex investigations (including proactive investigations) – including the capability to do so across force boundaries.
- Respond to critical incidents, emergencies and other complex or high impact threats in the National Risk Assessment.
- Provide trained and competent command and control of major operations, including the coordination of joint multi-agency responses to emergencies (where appropriate).

STRATEGIC POLICING PLAN 2012-2015

- Protect covert tactics, witnesses and resources.
- Provide armed support, where necessary, to an operation through the use of firearms and less lethal weapons.
- Provide police support to major events, such as the Olympic Games.

We will do this in a way that ensures delivery in a **consistent** way across all police forces or with other partners such as other 'blue light' emergency services or national agencies. This is necessary where those capabilities need to be brought together to operate effectively alongside one another without significant obstacle. This is specifically the case in:

- Public order.
- Police use of firearms.
- Surveillance.
- Technical surveillance.
- Response to chemical, biological, radioactive and nuclear (CBRN) incidents.

Through our challenging budgeting setting process, (Priority Based Budgeting), we have been carefully analysing our capabilities to ensure we can deliver the levels we require against a reducing budget. We have clear service levels that match these requirements and are supported by our assessment against the Protective Service Minimum standards set by HMIC and the National Police Improvement Agency (NPIA).

Specifically we have:

- A wide range of intelligence functions that we have recently improved through our change programme. They have been benchmarked against other Metropolitan forces.
- Invested heavily in major and serious crime investigations and have been able to manage multiple major investigations, such as during the summer after the disorder, whilst keeping proactive investigations into organised crime underway.
- We have a good spread of qualified commanders and contribute significantly to training and assessing these for other forces through our own or support to NPIA programmes. Our Chief Officers, starting with the Chief Constable, have numerous national and regional roles in maintaining interoperability.

(C) Summary

In the summer of 2011 West Midlands Police faced: large scale disorder, many serious major investigations, a large scale terrorism plot, hosted an international cricket match and numerous other sporting events and a major party conference. We still managed to meet these challenges and make significant reductions in crime.

STRATEGIC POLICING PLAN 2012-2015

Through our strategic policing requirement we will ensure the force has the capacity and capability to meet the threats we face and ensure through this resource we work consistently and can support national critical threats. As technology develops we will continue to review the capabilities we need to face new policing requirements.

7. HUMAN RESOURCES STRATEGY

The Human Resources Strategy sets out what the Human Resources (HR) and Learning & Development (L&D) functions will seek to achieve during 2012-2013. The highest proportion of force spending is on our people and this plan is a key part of ensuring our workforce can meet the aims in this document.

The force continues to face unprecedented challenges over the next 12 months and is responding by reshaping the organisation while continuing to provide an improved service.

A key role of HR and L&D will be to support police officers and police staff through the change process and provide the necessary technical advice and support to Heads of Departments and local policing unit (LPU) commanders.

The success of the HR Strategy will be measured against the following outcome measures

Force establishment

- **Target police officer core establishment – 7941**
- **Target police staff core establishment – 3419**
- **Target PCSO establishment – 787**
- **Target special constable headcount – 750 (March 2013)**

Employment targets

- **For officers progressing from constable to sergeant, a target of 10-15% of all successful candidates should be BME.**
- **For officers progressing from sergeant to inspector, a target of 10-15% of all successful candidates should be BME.**
- **For officers progressing from constable to sergeant, a target of 26-29% of all successful candidates should be female.**
- **For officers progressing from sergeant to inspector, a target of 20-23% of all successful candidates should be female.**

Attendance

- **97% target for attendance for police officers, police staff and PCSOs.**

Force organisational change and resource planning

We will:

- Provide technical support to force change programmes, including overseeing consultation arrangements, implementing workforce reductions and giving outplacement support.
- Review management and leadership roles as part of the force operating approach to service delivery.
- Keep Regulation A19, which relates to police officer retirement on grounds of efficiency, under review and in accordance with Police Authority/ PCC decisions.
- Consider future options and opportunities regarding workforce mix and deployment.
- Implement measures to ensure that the deployment of restricted officers meets force requirements.
- Implement actions arising from the Winsor police service review.

Workforce development

We will:

- Implement measures to improve progression of minority groups within the workforce, including review of police promotion processes and representation within specialist roles and functions.
- Complete a skills audit across the workforce to benchmark against future/emerging requirements in association with L&D.
- Develop role profiles, linked to completion of the PBB and continuous improvement programmes, so that individuals have a clear consistent understanding of the requirements of their role.
- Work with L&D to develop leadership model linked to force values and behaviours and the competency based Policing Professional Framework.
- Encourage greater mobility within the workforce through development of a career pathways model.
- Ensure the electronic appraisal scheme, ePDR, is fully implemented.

Reward and Recognition

We will:

- Review the police staff pay and grading structure and police officer payments regime subject to findings of the Winsor report.
- Develop the reward and recognition scheme for police officers and police staff.

Workforce engagement

We will:

- Take the lead role in implementation of 2011 force staff survey commitments.
- Review the role of local survey action groups and feasibility to develop their contribution in delivering greater workforce engagement at local level.

Health and wellbeing

We will:

- Explore partnership approaches to support delivery of occupational health provision.
- Implement a new risk assessment policy and procedure to minimise bureaucracy for officers and staff.
- Develop preventative health and safety initiatives and provision of information.
- Develop a communication strategy to help manage the demand for occupational health support.

Productivity

We will:

- Review and implement a revised flexible working policy.
- Work with line managers to develop a proactive model for the management of capability and attendance cases, to improve performance in these areas.
- Improve the quality of performance and attendance information available to line managers.

HR change programme

We will:

- Work with L&D on support for managers in dealing with people issues.
- Improve the quality and availability of staffing information to support more responsive decision making.
- Assess the feasibility of developing self service facilities providing individuals with greater access to their HR information.
- Develop through the PBB process a structure to provide capacity to support strategic HR initiatives and force organisational change programmes.
- Review the role and deployment of HR managers and develop a programme to prepare for longer term.

L&D Programme

We will:

- Transfer to an E-Learning approach for the force across a range of disciplines.
- Support the improvement of investigative outcomes through improved learning products.
- Support and deliver against the force leadership strategy.
- Deliver a force driving policy that is nationally fit for purpose and incorporates latest codes of practice and changes to legislation.
- Support the implementation of continuous improvement.

8. FINANCE AND VALUE FOR MONEY

We aim to deliver:

- A balanced budget each year through achieving cost reductions in line with the medium term financial strategy.
- Good value for money for tax payers.
- Effective procurement of services.
- Cost effective and efficient services and resource allocation.

How are we doing?

The financial challenge posed by the Comprehensive Spending Review is unprecedented in policing, and due to the complexities of our funding arrangements we face one of the largest financial challenges of any UK police force. The 2011/12 budget was balanced predominantly through use of Regulation A19 and voluntary redundancy, and we recognised that the scale of the challenge over the medium term required more sophistication in our approach.

As such, over the last year the Continuous Improvement and Priority Based Budgeting (PBB) programmes have delivered robust, logical and risk assessed mechanisms for identifying savings, allocating resources and specifying service levels. This combined approach provides both 'top down' and 'bottom up' challenge to costs, working practices and resource allocation and means we have realised savings of £25m to balance the 2012/13 budget, and we are currently working on identifying savings of £20m for the 2013/14 budget.

Although extremely challenging, the approach we have adopted over the last 12 months has not only delivered cashable savings, but has also given us a significant uplift in the skills of our staff. This skills transfer positions us well to continue to develop and improve our approach to cost reduction, service review and value for money.

Over the last year our procurement approach has delivered efficiency savings of £4m through effective regional procurement exercises and service specification challenge. The recent move to more mandatory centrally arranged Home Office contracts generally offers less opportunity for benefit than in smaller forces as we have used economies of scale effectively in the past. However, we will continue to strive for the best procurement outcomes in instances where we cannot determine the procurement approach.

Over the coming year there are a number of areas of uncertainty that have the potential to materially impact on the force financial position over the short and medium term. These include the changes to grant funding resulting from the 1% pay freeze and possible changes to the funding formula, the localisation of council tax benefit, the Olympics and the Winsor Review of pay and

conditions. In addition, the government's Autumn Statement did little to suggest that anything other than funding restrictions will continue through the current and potentially the next spending review periods. Although the medium term financial outlook remains extremely challenging our approach and capability has developed and improved significantly over the last year.

What are we going to do?

We will:

- Develop the agreed service level specifications determined through the PBB process into the force's performance management systems.
- Capitalise on the skills transfer and move the PBB methodology into our mainstream approach to budget setting and cost reduction.
- Identify and realise £20m of cashable savings for the 2013/14 budget and develop options for cashable savings in 2014/15.
- Continue to support the major change programmes through robust cost/benefit analysis and invest to save principles.
- Implement a new estates strategy to modernise our estate, enable effective service delivery and realise cost reductions.
- Implement the ICT strategy to make our services more resilient, enable improvements in service delivery and identify cost reductions.
- Develop and implement appropriate financial governance structures as part of the move to police and crime commissioners.
- Develop our disclosure of financial information in line with the government's transparency agenda.
- Implement the Zanzibar electronic procurement portal and support the business partnering procurement process.

9. RESULTS OF REVIEWS BY HER MAJESTY'S INSPECTORATE OF CONSTABULARY

Summary

Her Majesty's Inspectorate of Constabulary (HMIC) carries out independent inspections of police forces to monitor and report on all aspects of policing activity with the aim of driving improvements in policing.

They also look at critical national issues and themes across the police service as a whole, these are known as thematic inspections and individual force reports are not published.

Joint inspections are those where HMIC work with members of other inspection bodies to produce cross cutting reports on areas involving the force and partners such as Crown Prosecution Service and Probation Service.

In the past year there have been three force inspections, three thematic inspections and two joint inspections.

Review of police crime and incident data

The inspection team found 'that arrangements at a senior level to secure the quality of incident and crime data are strong. In relation to securing data of good quality there are helpful plans, policies and strategies in place. The force has variable standards when recording crimes and incidents in a consistent and accurate manner to correctly reflect the sequence of events as described by victims. There are robust audit and quality assurance processes in use to identify issues and take action.'

'The quality of incident and crime recording entries is strong with the data collection showing that 90% of the incident records reviewed contained good quality data and 100% of the crime classifications reviewed were correct.'

Valuing the police inspection

Valuing the police data can be found on the HMIC website where detailed analysis of comparable costs and performance for all England and Wales forces are published.

Anti-social behaviour

This inspection is a repeat of the one carried out in 2010, the report is due to be published in Autumn 2012.

HMIC has visited the force as part of thematic inspections covering Integrity, Public Order and an Olympic Policing Capability Assessment.

Two joint inspections have also been carried out covering Restorative and Community Justice and Disability Hate Crime.

10. EXPLAINING THE TERMS WE HAVE USED IN THE PLAN

CCTV	Closed circuit television.
Community Risk Register	Register of risks faced by local communities, and details of how local emergency services and other agencies can respond to natural and other emergencies. They also ensure that essential services (like food, water, transport, health, and financial services) keep working.
Comprehensive Spending Review	A Government process that allocates resources across all government departments, according to priorities. The current CSR resulted in the force having a four year funding gap totalling £126m or 20% of the budget.
Contact Counts Survey	Measures the level of service given to victims of crime and ASB by officers and staff.
CONTEST	The government's counter terrorism strategy.
E-learning	Out of classroom learning using computers.
Ending Gangs and Youth Violence Strategy	A strategy launched by the Home Secretary in November 2011 that is focused on ways to tackle gang and youth violence.
Feeling the Difference Survey	Measures public perception of policing and the way communities are policed. Interviews are conducted face to face at people's homes by an external research company.
Hate Crime	Any criminal offence, perceived by the victim, or any other person, as being motivated by prejudice, misunderstanding, hostility, or extremist views.
Her Majesty's Inspector of Constabulary (HMIC)	Provides an independent assessment of police forces and policing activity.
Intelligence Model	An intelligence-led, problem solving approach to crime and disorder.
Local Policing Unit	Units of West Midlands Police, responsible for a distinct area to make sure policing services are delivered locally. West Midlands Police is divided up into 10 of these units.
Milestone	The performance expected during the year.

STRATEGIC POLICING PLAN 2012-2015

Most Serious Violent Crime	This includes the offences of homicide, attempted murder, causing death by dangerous driving/careless driving when under the influence of drink or drugs, more serious wounding or other act endangering life, causing grievous bodily harm, and causing death by aggravated vehicle taking.
National Resilience Planning Assumptions	Derived from the government's national risk assessment, the planning assumptions set out estimates of the consequences if the most significant risks facing the UK should occur.
National Risk Assessment	A process which identifies risks; assessment of the likelihood of the risks occurring and their impact if they do; and comparison of the risks.
National Crime Agency	An organisation that will take the lead for serious organised crime and border policing. The government has announced that it will become operational in 2013.
National Policing Improvement Agency (NPIA)	A public body established to support police with professional expertise.
Offender Management Team	A multi-agency approach to managing offenders and delivering interventions aimed at diverting them from crime.
Paragon	The force organisational change programme designed to deliver a first class policing service and protect our communities from harm.
Police and Crime Commissioner (PCC)	An elected individual who will hold the chief constable and the force to account. Under the Police Reform and Social Responsibility Act 2011 the PCC will replace the Police Authority with the first election being held on 15 November 2012.
Police Community Support Officers (PCSOs)	Police staff with a limited range of police powers that provide reassurance and visibility in communities.

STRATEGIC POLICING PLAN 2012-2015

Priority Area	Areas that have disproportionate amounts of crime and anti-social behaviour, that will be the focus of specific police activity.
Proceeds of Crime Act	Under the Proceeds of Crime Act convicted people can be made to pay the state based on the benefit obtained from their crimes.
Public Protection Unit	Provides a force capability and capacity to deal with child and domestic abuse, serious sexual offences and the protection of vulnerable people.
Rate Your Local Police	A website that allows members of the public to give feedback about the service they have received. The website address is www.rateyourlocalpolice.co.uk/ .
Strategic Policing Requirement	A government publication that sets out the national threats that the police must address and the appropriate national policing capabilities required to counter those threats. From November 2012, both the police and crime commissioner and the chief constable will be required to have regard to the 'Strategic Policing Requirement' in their planning and resource allocation.
Winsor Report	A report of a review of police pay and conditions carried out for the government by Mr Tom Winsor.

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