

**West Midlands Police Authority**



**West Midlands Police**



# **STRATEGIC POLICING PLAN 2011–2015**

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## 1. FOREWORD

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The Strategic Policing Plan is an important document. It sets out the direction of West Midlands Police and its policing priorities. This plan covers the four year period 2011-2015 to match the timescale that the Government has set for policing budgets. We believe the Government's reform programme and the budget reductions recently announced will have a significant impact on how we deliver policing, so we have matched our planning to this timescale. In developing this plan we have also taken stock of the results of consultation with our communities and partners and our progress in dealing with our existing priorities.

The spending review 2010 announced a real terms reduction in funding for the police service over a four year period. Home Office funding has been a larger part of West Midlands Police's budget than most other forces. This and changes in the funding formula that have been applied for the first two years of the Comprehensive Spending Review mean that we will see more significant reductions in our budget than many other areas. With expenditure on our people accounting for the majority of our spending, this inevitably means that we have to reduce the numbers in our workforce. It will also mean a healthy debate will need to begin about the levels people pay for policing through the precept, as local contributions may be a greater feature of future police finances.

Government proposals aim to create the first Police and Crime Commissioner for the West Midlands. This post will replace the Police Authority and will be elected in May 2012, by the communities of the West Midlands. This will represent a major change in the governance of the force. We recognise a Commissioner will want to shape the priorities for the force in the future but it is important now to set a direction for the next four years, which can be reviewed, and which has some milestones to gauge progress over the next year.

The removal of national targets presents us with a greater opportunity to develop priorities that better reflect the needs of the communities of the West Midlands. In the first year of this plan we have used this opportunity to draw heavily on the local consultation the Police Authority carries out to put the public voice in the force's priorities.

The developments to policing are taking place in times of major change across the whole of society. Other public services are also charged with major financial savings, and a shift away from Local Area Agreements has meant our desire to set objectives and priorities that dovetail with partners has been more challenging this year. A review in one year therefore also seems appropriate, and is supported by our partners.

Dealing with the current economic and budgetary crisis has meant taking a different type of approach demanding a high degree of flexibility and innovation. We are determined that a successful future means a transformation in how we work. West Midlands Police's transformation and continuous improvement programme, Paragon, consists of a number of strategic programmes. It aims to improve public confidence through service delivery and protection from harm, to work more effectively with partners and to reduce the cost of policing. This will be supported by an intensive budget review process to identify additional savings.

We recognise that this is a challenging time, however, the Police Authority and the force have a strong ambition to ensure that West Midlands Police is able to become one of the most effective forces in the country so that it is able to protect the public from harm and provide high quality of service to the communities it serves.

**Chair of Police Authority**

**Chief Constable**

## 2. INTRODUCTION

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This plan sets out how West Midlands Police will serve and protect the people of the West Midlands throughout the period 2011-2015. 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 simply have to be wide 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 recognise that the region faces some real challenges. Public service spending will reduce and there are likely to be new pressures on communities. We have to ensure the public are confident that in these challenging times they can depend on their police.

Our vision is 'to serve our communities and protect them from harm'. This means we are confident and committed to improving the quality of the public's experience of policing and relentless in striving to protect people.

The Government has announced budget cuts across the public sector and West Midlands Police is experiencing its share of these reductions. However the Police Authority and the force are committed to continuing to invest in local operational resources to improve public confidence and satisfaction.

We recognise that our people are key to achieving this plan, by providing quality policing services to the community. In carrying out their role they will be well led, trained and equipped to engage with the diverse communities and neighbourhoods of the West Midlands.

We will build on the existing skills and knowledge of our people and help them realise their full potential in delivering policing services, using appropriate learning and development methods to suit future organisational demands.

We strive towards raising the representation and promoting the career development of staff from under represented groups. We will also continue to promote diversity and equality within the force and help to deliver the Equality, Diversity and Human Rights Strategy for the Police Service.

In 2009 West Midlands Police began Programme Paragon. The Police Authority and the force anticipated reductions in policing funding and recognised that a major transformation was required in order to ensure West Midlands Police could progress as a leading police force.

At the heart of Paragon was a purpose to: enable a clearer local policing structure to improve the way local policing was delivered and increase public confidence; better services to protect the public; improved links with partners and to reduce costs.

In April 2010 West Midlands Police made major changes to its operating structure. Ten Local Policing Units (LPUs) that are co-terminus with the boundaries of local authorities, with the exception of Birmingham that has four LPUs, were created with a series of new central departments supporting protection activity. These changes were some of the biggest ever seen in West Midlands Police.

The April 2010 changes were the start of the change journey for the force and further developments of our people, processes, structures and relationships will take place. The impact of greater funding reductions than were planned for has meant we have had to reconsider the changes we proposed and reshape our plans.

In order to continue to provide high level policing services to communities and respond effectively to the demands being placed on it, the force must continue to drive down costs in the organisation while ensuring the maximum efficiency and productivity it can achieve. Major initiatives are being carried out to change the way our police work so that public experiences remain positive, but the way the service is delivered alters to meet new financial constraints.

Our aim is to fundamentally change the approach of the organisation and reshape the nature of its relationship with our communities so that citizens in the West Midlands become the key drivers of change.

These radical changes have not made 2010 an easy one. During this time we have seen some areas of crime in important areas like burglary, robbery and vehicle crime rise. Early in the change process, West Midlands Police were not as responsive as we had aimed. This has not been comfortable or acceptable to an organisation with a strong reputation for high performance. In 2010 we also were challenged by the learning from Project Champion that showed that our work with communities on sensitive issues must improve.

However, in other areas we have seen the response to more serious and violent crime improve. Progress in addressing anti-social behaviour drew recognition and better services, and our communities and partners recognised our more visible local policing services.

Our ambition is to build upon our changes to secure better service and safer communities despite reductions in resources.

### How this plan gets written

The force carries out a comprehensive strategic risk and threat assessment that combines crime and disorder, organisational risks and environmental scanning risks to help map the strategic path for the organisation. This assessment identifies the most significant ongoing and emerging issues and helps develop the strategic priorities for the force.

The national regime of setting national targets has now been abolished by the Government. This allows the force to place more emphasis on listening to what matters to local people, identifying community needs, responding with appropriate resources and then saying what results have been achieved. However, the plan still needs to follow regulations set by the Government and includes the following:

- Annual Performance Plan (included in this document)

- Human Resources Strategy 2011-2012

- Value for Money Statement 2011-2012

- Supporting reports on the strategic policing requirement, quality of service and Her Majesty's Inspectorate of Constabulary inspection findings.

These documents are available separately.

LPU's and central departments will develop their own delivery plans by taking specific local priorities into account with the aim of driving up confidence through the service experience. This local policing approach, however, places a responsibility on the public to play their part through active citizenship to help drive positive action to protect communities from harm and ensures the priorities of West Midlands Police can be meaningful in everyone's communities.

### The role of the Police Authority

Ensuring that the West Midlands has an efficient, effective and improving police service is a key role of the Police Authority. To do this the Authority works closely with the Chief Constable.

The Police Authority carries out a rigorous programme of consultation that includes obtaining feedback from local community groups, young people, vulnerable groups, the business community and partnership agencies.

In addition to setting challenging objectives and approving this Plan, the Police Authority is responsible for holding the Chief Constable to account for policing delivery. As part of this role it applies a rigorous approach to scrutinising the performance of the force.

### 3. PROGRAMME PARAGON

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This Strategic Policing Plan signals the need for a transformation of West Midlands Police to meet the expectations of communities, the threats they face and the new financial realities.

West Midlands Police has, for more than a decade, been developing its approach to improving the delivery of local policing. In June 2009 a review outlined five drivers for change, all of which contributed to a simple vision – ‘to serve our communities and protect them from harm’:

- Changing the performance culture, so it has a broader focus
- Emphasising trusting the judgement of our people
- A stronger approach to partnership
- Pursuing organisational change based on a simplified mission and structure for local teams
- Projecting our message locally and nationally

The review identified that a number of things needed to change: policing units were too small and structures and boundaries did not make sense to the public and partners. It was also recognised that important things like contact centres and custody facilities could not be improved if the force carried on working in the same way and that the public could be better protected by creating more focused crime and public protection units. The force wanted and needed to involve the public far more in the way it worked. It was also clear that the provision of public services was changing and that we would have to save money.

A major organisational change programme ‘Programme Paragon’ was launched which was designed to deliver a first class policing service to the people of the West Midlands.

#### Aims of Paragon

The Paragon organisational change programme has three main aims:

1. To improve public confidence through service delivery and protection from harm
2. To work more effectively with partners
3. To reduce the total cost of policing

## Benefits

Programme Paragon focused on improvements that were necessary to achieve the following benefits:

- Improve public confidence and satisfaction with our policing service (to include call handling, response, attendance, investigation/outcome, addressing their issues, behaviour)
- Increase visibility and accessibility
- Reduce crime and anti-social behaviour
- Increase detection and resolution rates for crime and anti-social behaviour
- Evidence effective processes that protect the most vulnerable and those at risk from harm
- Increase public involvement and participation with our policing service
- Enhance partnership working with demonstrable benefits to communities
- Satisfaction from partners with our policing service
- Financial savings and cost effectiveness
- Improved value for money
- Raise standards of service delivery

Due to the size and complexity of the programme, Programme Paragon consisted of four phases. Phases one to three were the design and implementation planning phases, culminating in a force restructure and implementation.

On the 6 April 2010, West Midlands Police underwent one of the largest restructures of any UK police force in recent history. The revised force model provided a stronger basis upon which to improve the service provided to the communities of the West Midlands, protect from harm, build trust and confidence, improve partnerships and reduce the total cost of policing. As a snapshot, some of the main structural changes made were:

- 21 Operational Command Units became 10 Local Policing Units (LPUs), all of which are aligned to local authority boundaries
- New leadership teams
- Changes to force departments, which now operate in a different way, including Custody, Force Criminal Investigation Department, Public Protection Units, Force Traffic, Intelligence and Contact Centres
- LPUs responsible for delivering high quality local policing, with force departments responsible for dealing with more serious crime
- New tasking and co-ordination process for the force, ensuring force resources are in the right places at the right time and in the right numbers

- Major upgrades of information technology (IT) systems to new configuration
- Contact centres established focusing solely on the management of the different types of contact with the public
- New force shift pattern
- 24 hour force CID cover

Phase 4 of the Programme is the latest phase and focuses on stabilising the organisation following the restructure and ensuring the progression of the strategic programmes, recognising the changing financial landscape and the impact of the Government's Comprehensive Spending Review.

The need to achieve savings and reduce costs was a critical part of Paragon from the start of the programme. However, the Comprehensive Spending Review in October 2010 and the Home Office funding settlement in December 2010 reinforced the financial challenge faced by the Police Authority and the force.

Significant reductions in budgets have meant that we have needed to re-adjust our position and plan to make further significant cost savings, whilst continuing to maintain focus on our performance and improving the quality of service we provide. With staffing costs in relatively higher proportion of the total budget to non-staffing costs, this will inevitably mean having to reduce the number of our people.

We knew that this would be a difficult and challenging time for a number of reasons. We will have to reduce the people we employ and that will be hard as we will inevitably lose experienced and valued colleagues. We will have to really challenge the things we do to find ways of saving. The force will have to become excellent at using the resources available to ensure it is still able to meet the needs of communities. It will need to consider changing how things are done, sometimes by asking another agency to do something or working with others.

Throughout this West Midlands Police will seek to improve and focus on the following values:

- *We put the public first in everything we do*
- *We act with integrity, fairness and humanity*
- *We are one team working together*
- *We listen, learn and strive to improve*

*We do the right thing and deliver a service that our friends and family would be proud of.*

## West Midlands Police 'Future State'

In order to describe how the force can be defined in 2015 at the end of Paragon and the spending review period, the Chief Constable has described the force's future 'end state' as follows:

*Our mission remains "to serve our communities and protect them from harm" and there will be a confidence about our ability to continue to improve our delivery and increase our positive impact.*

*West Midlands Police will exercise its operational role within a new accountability framework following the transition to Police and Crime Commissioners in May 2012. We will continue to be open in our local engagement and ensure that citizens are as well informed as possible to participate in a continuing debate about the policing service. This new local accountability framework will be balanced by stronger national policing structures. West Midlands Police must play its full role in supporting these national and regional approaches.*

*Local policing will remain the bedrock of our contact with communities. The properly integrated delivery of response policing, community engagement and problem solving will take place in a way that maximises our opportunities to work in partnership with key providers.*

*We will continue to develop the other critical areas of policing that protect the public from harm. Wherever possible these protective services will be visible to the public and delivered with increasing levels of interoperability with regional and national partners.*

*To be sustainable, West Midlands Police must operate with a significantly lower cost base and ensure maximum efficiency and productivity. We must lead a dialogue about more focused delivery and a public attitude to risk that is both proportionate and realistic, and manages expectations. West Midlands Police must identify ways to achieve improving public confidence that reflects service experience rather than the reality of reduced staff numbers.*

*This will be enabled by:*

*Our people will be driven by West Midlands Police values, empowering them to make better discretion-based decisions. We will employ fewer people requiring greater flexibility and more focused activity and deployment. Training and equipment will be more aligned to role and requirement.*

*Our processes will have been engineered to be more public facing, better integrated and more efficient. Additional technology will be applied where it adds value to our service and within a developing national context, and there will be more delivery through the use of commercial expertise.*

*Our structure will be simple enabling local staff to focus on their communities. They will work with corporate departments that are organised to provide protective services in support of local policing whilst other corporate services will be aligned to support delivery and ensure a consistently professional service.*

*Partnership will be more fundamental to the outlook of the organisation. We will be seeking opportunities for joint delivery and shared outcomes and we will encourage active participation and involvement by the community in an imaginative way.*

*We will have a maturing view of performance that understands how information drives productivity but does not create a barrier of 'targets' that hinders our increasing emphasis on pre-emptive police work, meaningful resolutions and value for money.*

*We will understand the importance of leadership, recognising that with fewer leaders there must be more inspiration and direction, and less checking.*

*We will be a leaner, more purposeful, better connected and affordable police service with a confident future.*

### Strategic programmes

We have a series of strategic programmes that are now helping to shape the force to ensure we can achieve the future state set by the Chief Constable. These programmes are intended to radically transform how services are delivered.

#### Custody and criminal justice

This programme is intended to ensure we deal with offenders effectively and victims receive the best care and support we can provide, whilst reducing how much money we spend managing the justice process. It will also look at ensuring we have efficient and professionally run custody facilities and at the use of appropriate alternatives to making arrests, including the expanding use of community resolutions.

#### Contact management

The Contact Management Programme is about ensuring that we meet the needs and expectations of our communities by responding to calls for service in an efficient and effective manner, thereby delivering a top quality service that builds trust and confidence with our communities and protects them from harm, whilst continuing to reduce costs. This means doing what matters for the caller at the earliest opportunity, deploying our resources efficiently based on the threat, harm, risk and best opportunity to catch offenders. We will look innovatively at the best way to deploy and respond and where our people need to be to make the process more efficient.

## Local policing

This programme will ensure that we provide a local policing service that is accessible to the public, responsive to the needs of communities and is accountable. It will seek to ensure that we

- tailor our service to the differing needs of our diverse communities
- are more productive and efficient in preventing and detecting crime
- work in partnership with other agencies and the community to solve local problems and
- address the things that matter to local people.

This programme will review the process and systems in place within the local policing framework and reduce bureaucracy and costs in this area, leading to a more efficient and effective local policing service.

## Information services (IS)

Information Services is the programme that will assess and evaluate the provision of information within the force, ensuring that the IS infrastructure is efficient, resilient and able to support West Midlands Police in achieving its vision. We will ensure that we make the most of advancing technology and use efficient systems that will assist us in providing a high quality of service to our communities.

## Learning and development

The Learning and Development programme will ensure that all our training is relevant and suitable and provides our officers and staff with the requisite skills and knowledge that they need to carry out their roles effectively, whilst reducing the amount of money we spend in this area.

## Crime

The Crime Portfolio programme covers work carried out by three critical departments within West Midlands Police – the Intelligence Department, the Force Criminal Investigation Department (FCID) and the Public Protection Unit (PPU).

The Intelligence element will ensure that all intelligence is received and dealt with efficiently and all opportunities maximised, leading to improved prevention and detection of crime.

The Public Protection Unit element will ensure vulnerable children and adults are protected from harm and that professional and effective investigations are carried out into serious and complex (public protection related) crimes. We will work together with our partners and other police colleagues, to improve our service to victims and the broader public and in doing so safeguard vulnerable people.

The Force CID element will examine and seek to ensure Force CID delivers an improved service to victims and witnesses of serious crime and deliver high quality, effective and successful investigation, protecting the communities of the West Midlands.

### Business support

The aim of this programme will be to implement and provide high quality support services and administrative back up, to support the delivery of operational policing. The intention will be to provide an improved service in a more efficient manner by reviewing all administrative processes that are currently performed on policing units and departments and redefine their role.

### Cross-cutting themes

These are programmes of work that will influence all of the strategic programmes, in that they must ensure that they consider all elements of the cross-cutting themes. Some of the themes are programmes of work in their own right. These are designed to inform critical areas of the force and help shape the strategic programmes:

- Culture and values
- Better use of resources
- Our people
- Reducing bureaucracy
- Managing the organisation
- Winning trust and confidence

### How Programme Paragon will reduce costs and modernise the organisation

We aim to work through the strategic programmes to modernise the force and improve services while cutting costs. On the announcement of the Comprehensive Spending Review it was clear that the level and pace of saving would not now be met fully by these programmes and a faster pace of change to support our future shape was required.

Inserted into the programme of change have been:

#### Continuous improvement

This programme aims to rapidly reshape operating processes in local policing and intelligence so that we can improve productivity, reduce operating costs and improve our service standards. The programme has required external support but will be used to build a robust innovation capability to apply these principles across the force throughout the next few years.

#### Budget review

There is a need to apply rigorous examination of cost into areas of the force to ensure choices are exercised on the type and quality of service we deliver. In 2011-2012 we will apply a very challenging budget review process to understand the cost of our services and, through informed choice, reshape where we spend our money and how we deliver services. This work will direct more intelligent savings.

## Collaboration

At the heart of Paragon was a desire to work more closely with partners and in an environment of reduced cost that remains vital. At a local level West Midlands Police will continue to work closely with local partners. At a forcewide level the Police Authority and the force will also work closely to ensure opportunities with partners are maintained. At a regional level we have a clear strategic intention to work more closely with Staffordshire Police to actively ensure we share services where that is in the interests of the public.

## 4. STRATEGIC PRIORITIES

Our strategic priorities link to our vision of

**‘Serving Our Communities and Protecting Them from Harm’**

The priorities have been developed from the processes of consultation and strategic risk assessment that highlighted the following areas:

<b>STRATEGIC ASSESSMENT</b>				
<b>Headline themes</b>				
Drugs	Alcohol	Young people	Offender management	Data quality
<b>Specific priority areas</b>				
Local concerns (anti-social behaviour, criminal damage & social harm)				
Challenging localities (confidence)				
Vulnerability (serious sexual offences, domestic abuse, hate crime)				
Violence (gangs, firearms supply & demand, assaults)				
Acquisitive crime (burglary, robbery & vehicle crime)				
Terrorism				

<b>POLICE AUTHORITY AND FORCE CONSULTATION AND SURVEY RESULTS</b>
<b>Headline themes</b>
Anti-social behaviour
People being drunk or rowdy in public places
Troublesome young people
People using or dealing in drugs
Burglaries
Traffic offences
Police communication issues regarding response and feedback

**Based upon these themes our strategic priorities for 2011- 2015 are:**

- To improve trust and confidence in policing
- To improve the quality of our services
- To consult and inform the public about how we will change our priorities and services with 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

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## **To improve trust and confidence in policing**

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### **What are we aiming to do?**

Until recently confidence in the police was the Government's main target for policing. Whilst this may have changed with a new government we still think this is very important.

West Midlands Police has considerable resources devoted to policing in your neighbourhood. We have more community officers than other similar metropolitan police forces. That is a deliberate choice by the force and the Police Authority. We believe trust and confidence comes about by the public seeing a visible, responsive and accessible service addressing their concerns. This will remain a feature of our policing across the next four years.

Public perceptions of trust and confidence are influenced by individual and community experiences of policing and local conditions. Through local policing we aim to provide a local policing service that delivers safe, secure and empowered communities that have improved satisfaction and confidence in policing. This is delivered through a consistent service where we keep our promises and do the right things to keep the public safe.

We will provide an effective policing service through LPUs that is accessible, visible, responsive and accountable and has legitimacy in local communities.

We will:

- Create a strong culture in the force that actively understands, connects with and involves all communities in policing.
- Respond to local needs by setting clear and transparent local priorities and telling you what the police did.
- Ensure that our teams are highly visible and out on patrol in neighbourhoods as much as possible, accessible to local people, available to respond to the concerns of the public and able to meet the differing needs of our communities.
- Seek to develop a problem solving culture and collaborative working with partners and the community so problems get fixed not just responded to.
- Make sure resource levels are matched against demand and risk so we protect the most vulnerable people and neighbourhoods.
- Provide services that are based on fairness and accessibility and meet the needs of everyone.

Our LPUs are based on neighbourhood boundaries that are consistent with those operated by partners, therefore contributing to shared neighbourhood management that encourages joint approaches to problems and more effective sharing of information.

We are ambitious in this area and through a programme called “Next Steps in Neighbourhood Policing” we are pushing our thinking to make local teams accountable not just for how safe they can make your neighbourhood, but also how fully they can involve you to ensure you feel confident in us and your community. This will also mean having officers patrolling areas of greatest need, working closely with all agencies and with communities to make areas better and safer.

We will use social marketing techniques to keep a clear, continuous and interactive communication channel open with a wide range of individuals and groups in communities. This will enable key community safety messages to be conveyed that allow the force to receive feedback to better understand and act upon their wants and needs and thereby improve trust and confidence.

Being accountable is critical and so in line with the Government’s proposals to publish more detailed crime information we undertake that we will not only publish the local priorities for your community but tell you how these were determined and where you can find out about the results of police actions.

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## **To improve the quality of our services**

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### **What are we aiming to do?**

We want to drive up people’s confidence in us through their experience of our service.

We are already stronger in this area than many other forces. For a number of years we have invested heavily in surveying people for their experience of policing. We have high ambitions and we feel the financial pressures mean we now need to look harder than ever at all aspects of our services to understand what value they give the public.

West Midlands Police aims to concentrate on improving the quality and standards of service in all areas of our contact with the community. Providing a quality service is part of the set of values followed by our officers and staff acting as one team working together and doing the right thing; delivering a service which family and friends would be proud of.

We will ensure that our policing service is tailored to meet the differing needs and experiences of all communities, recognising that the type of response will need to be changed and adapted to suit the differing needs of the situation, the individual and the community. All our people will be professional and fair at all times. The Police Authority will actively monitor this and hold the force to account in this area.

The Paragon programme has aimed to simplify the breadth of services each business area is delivering so commanders and teams have space to think about quality.

We are now moving on to streamline some of our operating processes so we can concentrate on things that give a good service. This means looking at some of the ways we deploy people and standards we set for contact with people using our services. The Paragon Continuous Improvement programme in Solihull and Birmingham South LPUs is leading the way in this area.

We will support our people with better skills and awareness of how to ensure victims and witnesses feel confident in what we are doing.

We also want to ensure we do not just satisfy you but we want to increase the amount of people who have a very good experience of the policing service.

We are going to be attentive to the experience of all communities and ages; particularly our young people.

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## **To consult and inform the public how we will change our priorities and services with reducing resources**

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### **What are we aiming to do?**

Put simply the spending reductions in policing have created lots of concern. We have been very clear that we will continue to protect the public, but the way our services will be delivered will change. We think the public will need more detail on this to be reassured that they can depend upon us. We also cannot be fully sure yet what will change so this is an ongoing duty.

Both the Police Authority and the force will keep a strong focus on making sure that the public and our partners understand the changes we are making and why these are happening. We will consult people at key phases of our change programme.

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## **To protect our communities from crime and anti-social behaviour**

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### **What are we aiming to do?**

People want a police service that protects them by ensuring crime and behaviour is reduced and if they are a victim, that action is taken against the person responsible.

We also have a responsibility to prevent crime and anti-social behaviour. Prevention work is extremely important and we will work closely with our partners and members of our communities to prevent incidents of crime and anti social behaviour from occurring. This also means looking at and addressing the root cause of problems instead of simply responding to the symptoms. We will direct and target policing activity to the areas of greatest need, resulting in the reduction of opportunities to commit crime.

We know that most people want to tell us about crime and anti-social behaviour problems in their area and then be informed about what is being done to tackle the issues. Through regular community meetings we will ask about community concerns, use the appropriate resources to tackle the issues and then feed back the results that we have achieved. Our strategic approach to the management of anti-social behaviour incidents will particularly focus on instances where the most vulnerable and at risk members of our communities are repeatedly targeted.

We are committed to being effective in reducing crime, and after a year of increases in crimes like burglary, we are determined to drive crime down in your area. We will have the same focus on anti-social behaviour because it is so corrosive to a community.

In order to assist this, West Midlands Police are conducting reviews of all the processes that are used to investigate, record, evaluate and manage crime, to ensure that we make the most of every opportunity to catch those responsible as well becoming more efficient.

The tasking and co-ordination process dealing with police resources has been changed to ensure that the right number of officers are in the places we need them, at the right times to meet the demands and needs of the area.

Catching offenders is important and we will continue to use our investigators and forensic resources. The Paragon programme is intended to ensure we have sharp intelligence and crime investigation capabilities. We will put the emphasis upon detecting the crimes that are impacting on communities.

One part of the Paragon programme called 'Continuous Improvement', involves identifying the inefficiencies in the processes associated with attending incidents and dealing with crime. Our people, who are often best placed to know how we can improve, have been where they think things need to be done differently, in order to provide a better service to communities and make processes more efficient. As a result of this, changes will be made very quickly and we should see the benefits in the next few months.

We know that taking people to court is not what everyone wants, so community resolutions will continue to be used to reach common sense solutions that meet the needs of local people in areas of less serious crime. This is not a soft option, but one that works.

With a reducing prison population and a need to comprehensively manage those who offend, multi-agency problem solving is a critical part of how we work. West Midlands was one of the six pioneer sites for Integrated Offender Management (IOM). The West Midlands IOM approach was modified to include the “Diversion” element; thus Integrated Diversion and Offender Management (IDOM). There were two proof of concept areas, Walsall and Wolverhampton. Partners have collaboratively worked together to better manage individuals, who are, or have the potential of, causing harm to the community. The IDOM pilot concluded in March 2010 and was assessed as being effective. It has been subject to a force roll out and has been endorsed by the Local Criminal Justice Board (LCJB).

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

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### **What are we aiming to do?**

People expect us to be able to protect them from acts of terror and the serious crimes that more organised criminal gangs carry out. We will do this.

The national and international threat posed by terrorism remains high. West Midlands Police, through its Counter Terrorism Unit, has a role of national significance in combating that threat.

The national strategy for tackling the terrorist threat is known as ‘Contest’ and has four distinct strands; Prevent, Pursue, Protect and Prepare. Each will be given due prominence. Prevent and Protect are leading to a maturing dialogue with partners and the wider community, recognising that not all the solutions sit with the police. Project Champion, an ill conceived and delivered CCTV system for East Birmingham, caused considerable concern over actions by the police and partners. West Midlands Police have apologised and will ensure that in preventing terrorism we invest in people to make us more secure.

The force will continue to test regularly its capability through the Prepare strand, building up an improved level of interoperability to deal with the threat of terrorism and prepare to play a full role in the policing of the Olympics.

The pursuit and investigation of terrorists and acts of terrorism is resource intensive and requires a range of specialist skills and capabilities. We will continue to develop the West Midlands Police Counter Terrorism Unit in support of the national approach paying particular regard to the needs of the local communities we serve.

West Midlands Police will take an enhanced approach in tackling organised crime groups through regional and force protective services capability, linked through to local and neighbourhood policing with partnership engagement at all levels.

The major investigation team structure and approach will be refined to ensure that a responsive service is delivered that meets the needs of victims and witnesses. Through its payback teams, the force will seek to refine and build further upon its capability to consistently seize and confiscate the proceeds of crime from offenders reinforcing the message that crime does not pay.

A revised approach to forensic services will provide an improved dedicated service to deal with major and serious acquisitive crime within a context of a more focused forensic performance framework.

Finally gun crime and the involvement of gangs in this area is a blight on communities. We are going to improve our determination and capabilities to address this problem with our communities and partners.

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## **To protect vulnerable people and neighbourhoods from harm**

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### **What are we aiming to do?**

We think that the most vulnerable people and neighbourhoods need our protection the most and we need to ensure we understand these groups and ensure we are delivering for them.

During 2010 the Public Protection Unit (PPU) was created to take on forcewide responsibility for safeguarding and investigation across the spectrum of vulnerability. This includes child abuse, domestic abuse, vulnerable adults, missing persons, serious sexual offences, honour based violence and sex offender management. Each LPU also has a locally based PPU with specially trained staff. In 2011 the PPU will mature and strengthen its services to ensure real excellence in this area.

We are serious about taking action against those who are victimised because of race, religion or belief, gender, gender identity, sexual orientation, disability, age or any form of difference. The force will ensure communities know how to report hate crime and be demanding about taking action against those responsible.

Vulnerability is also experienced by young people who can be both offenders and victims with some attracted to serious criminal activity. We have a Youth Strategy but will be re-examining our approach to young people, particularly as victims or those using or experiencing our services.

Through the Next Steps Neighbourhood Policing Programme we are concentrating on how our neighbourhood policing can be developed to solve the problems of our most challenged communities.

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## **To support economic and social prosperity in the region**

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### **What are we aiming to do?**

West Midlands is a vibrant region, but unless it can create sustainable wealth for all its residents, we cannot ensure long term safety and security. We also recognise safety and security is vital to attract investment.

We are committed to working with partners to help build sustainable and cohesive communities and to foster the economic well-being of the West Midlands.

We will continue the focus upon reducing crime against business and ensuring safe travel. We will also continue to support major events in the area which attract investment.

As we face a period where we will not recruit we will consider how we can act as a responsible major employer in the area in helping young people develop skills.

## 5. ANNUAL PERFORMANCE PLAN 2011-2012

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The Performance Plan is where we identify how we will deliver our strategic objectives.

In previous years we have had to set specific targets linked to national priorities. This is no longer the case as the Government has removed this requirement and so the measures we have set to gauge success are based on a greater local focus.

Whilst our objectives are for four years we have set one year milestones. These milestones help us assess whether we are making the right step forwards. We have decided on this approach to recognise:

- The fact that 2010-2011 was a year of significant change.
- The fact that some areas of crime have increased in the last year.
- That our operating environment, particularly in partnership, has changed and not yet settled.
- That if the Government intention is realised we will have a new Police and Crime Commissioner in 2012 who will have a mandate to revise these objectives.

The milestones should reflect the needs of our communities as well as relating to our record of past performance and how West Midlands Police compares to similar police forces. On the following pages we list the milestones that the force will be focusing on through to March 2012. However, not all the progress we want to achieve is focused on our milestones as our policing mission and our strategic objectives are wide.

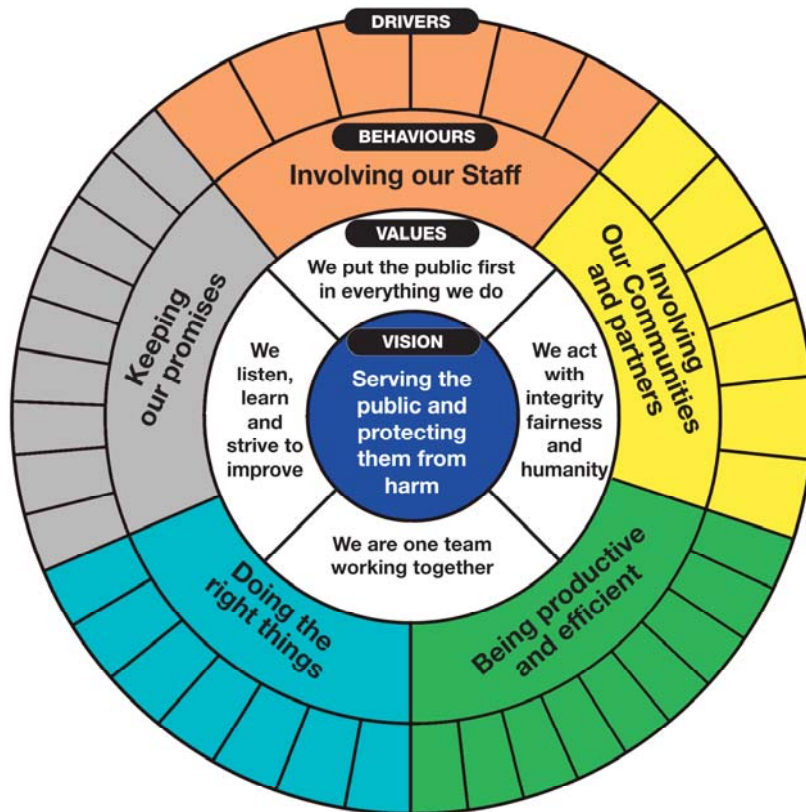
West Midlands Police will ensure the right plans are in place to deliver on critical areas of operational policing by using our strategic intelligence assessment to shape Control Plans that help detail our strategies. The range of operational priorities extends beyond the milestones detailed in the Plan.

### Control Plans

- Anti-social behaviour/Criminal damage/Social harm
- Confidence
- Rape and serious sexual offences
- Child abuse
- Domestic abuse
- Hate crime
- Gangs
- Firearms supply and demand
- Assaults
- Burglary, robbery, & vehicle crime

The force will use the efficiency and productive framework to secure delivery on the full range of policing services. The framework ensures that we are demanding in how we improve our services by taking a balanced approach and using data and qualitative measures to improve productivity.

Efficiency & Productive Performance Framework



We acknowledge that the force needs to enhance certain areas of its performance as it takes on the challenges presented by its transformation to a leaner more responsive organisation. We therefore plan to make significant progress in the performance of the force through the milestones we have set over the year 2011-2012. These relate to improving trust and confidence, driving up service standards, reducing and detecting more crime compared to the previous year 2010-2011.

In developing these milestones we considered the following principles:  
The milestones should:

- Emphasise the importance of service delivery and improving trust and confidence
- Be for a time period of one year to
  - Allow for reflection of developing performance
  - Reflect the creation of local policing units
  - Take account of the changes taking place within the force
  - Provide a baseline for future performance following removal the national target regime
- Recognise the link to local partnership measures
- Acknowledge the need to improve the position of the force in relation to other most similar forces
- Be aligned to the force internal Efficiency and Productive performance Framework

The Police Authority and the force will monitor progress against each of the milestones on a regular basis. The Authority and the force also have a keen eye and a regular dialogue on all the activities in the performance framework and where we have operational plans to ensure the force is accountable to communities.

In interpreting our performance plan some areas do not share the same measures as the previous plan. In these areas we will show the old target as not available (N/A).

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## Milestones for Judging Force Progress

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### Trust and Confidence

We have set milestones that are linked directly to the information collected from independent surveys that gather the perceptions of the people of the West Midlands on how the force is performing. We are very committed to driving up confidence through the public's experience of policing. The milestones provide a check point to gauge whether the force is improving

<b>Trust and Confidence</b>			
<b>Increase the number of people who perceive:</b>	<b>2010 - 2011</b>		<b>2011-2012</b>
	<b>Milestones</b>	<b>Performance<sup>1</sup></b>	<b>Milestones</b>
Taking everything into account have confidence in the police in this area <sup>2</sup>	N/A	84.5%	88%
Police deal with things that matter to this community	90%	83.6%	87%
Police understand the issues that affect this community	90%	85.5%	89%
Police treat everyone fairly regardless of who they are	N/A	87.7%	90%
Police would treat you with respect if you had contact with them for any reason	N/A	93.2%	95%
Police work with people in the community to improve the neighbourhood	N/A	80.7%	Benchmark
Relations between people in the neighbourhood and the police are good	N/A	86.3%	90%
<b>Reduce the number of people who:</b>	<b>2010 - 2011</b>		<b>2011-2012</b>
	<b>Milestones</b>	<b>Performance</b>	<b>Milestones</b>
Perceive an increase in crime in their neighbourhood compared to 12 months ago	10%	13.6%	12%
Perceive an increase in anti-social behaviour in their neighbourhood compared to 12 months ago	10%	14.7%	13%

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<sup>1</sup> Performance taken from the results of the Feeling the Difference Survey

<sup>2</sup> Previous measures examined the Single Confidence Measure of joint police and local authority performance that had the challenging target of 85% in 2010-2011 with end of year performance of 76.6%.

## **Service Standards**

We are intent on improving the quality of service provided to individuals and communities, which is why we have set milestones that are focused on various aspects of the service that the force provides. This information is collected by the force Quality of Service Telephone Bureau that contacts individual members of the public who have been victims of crime and anti-social behaviour. A major feature of this year will be the continuous improvement programme which will aim to strengthen our quality systems.

<b>Service Standards</b>			
<b>Increase the number of people who have:</b>	<b>2010 - 2011</b>		<b>2011-2012</b>
	<b>Milestones</b>	<b>Performance<sup>3</sup></b>	<b>Milestones</b>
Satisfaction with actions taken by police (crime)	88%	84.4%	85%
Satisfaction with feedback (crime)	80%	75.9%	80%
Satisfaction with the service provided by the police (crime)	88%	85.4%	87%
Satisfaction with actions taken by police (Anti-social behaviour)	N/A	69.2%	71%
Satisfaction with feedback (Anti-social behaviour)	N/A	61.2%	70%
Satisfaction with the service provided by the police (Anti-social behaviour)	88%	74.1%	80%
Think the police do a good job	88%	86.3%	88%

<sup>3</sup> Performance taken from the results of the Contact Counts Survey

## **Reducing and Detecting Crime**

Crime can have a damaging effect on our communities therefore our milestones have been set to focus on key areas of crime that we believe are of most public concern. We see our overall aim as protecting the community by reducing crime, but we are accountable for the amount of crime solved and resolved.

<b>Reducing crime</b>	<b>Reduce the following categories of crime by the percentages shown compared to the period April 2010 to March 2011</b>			
	<b>2010 - 2011</b>			<b>2011-2012</b>
	<b>Baseline</b>	<b>Milestones</b>	<b>Performance<sup>4</sup></b>	<b>Milestones</b>
Total recorded crime	247,927	223,135 (-10%)	215,368 (-13.1%)	200,292 (-7%)
Most serious violence	3,477	3234 (-7%)	2,943 (-15.4%)	2,678 (-9%)
Burglary dwelling <sup>5</sup>	18,030	N/A	19,139 (6.2%)	17,225 (-10%)
Robbery	7,659	N/A	9,041 (18.0%)	8,137 (-10%)
Vehicle	34,085	N/A	28,248 (-17.1%)	25,423 (-10%)
Business Crime	51,750	46,575 (-10%)	45,542 (-12.0)	40,988 (-10%)

<b>Solved and resolved crime</b>	<b>Increase detections for the following categories of crime to the percentages shown compared to the period April 2010 to March 2011</b>		
	<b>2010 - 2011</b>		<b>2011-2012</b>
	<b>Milestones</b>	<b>Performance</b>	<b>Milestones<sup>6</sup></b>
Most serious violence	1,472 (50%)	1,075 (36.5%)	50%
Burglary dwelling	3,254 (17%)	1,688 (8.8%)	15%
Robbery	2,260 (25%)	1,412 (15.6%)	19%
Vehicle crime	3,108 (11%)	2,009 (7.1%)	10%
Serious sexual offences	792 (37%)	516 (24.2%)	35%
Hate crime	1,189 (41%)	1,028 (35.5%)	40%

<sup>4</sup> Performance compared to the Government's Public Service Agreement (PSA) baseline year of 2007-2008 (Most Serious Violence 2008-2009)

<sup>5</sup> Burglary, robbery and vehicle crime were previously measured as a basket under serious acquisitive crime, a term we have dropped. The performance for serious acquisitive crime in these areas is a reduction of 5.6% compared to the PSA baseline year

<sup>6</sup> This figure is the number of offences detected during the period 1 April 2011 to 31 March 2012 as a proportion of the number of offences recorded during the same period.