

West Midlands Police Authority

West Midlands Police



STRATEGIC POLICING PLAN 2008–2011

West Midlands Police Authority and West Midlands Police actively promote equality in the way we deliver our services to all our communities. Our aim is to provide attractive career options for people from all sections of society to ensure that policing accurately reflects the diversity of the communities we serve.

We comply with the Human Rights Act 1998 and promote equality and diversity. Copies of our equality schemes are available on our website at www.west-midlands-pa.gov.uk

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¹ Defined as murder, manslaughter, death by dangerous/careless driving and serious assaults.

². Defined as robbery, burglary and vehicle crime

1. FOREWORD BY CHIEF CONSTABLE AND CHAIR OF POLICE AUTHORITY

As Chief Constable and Chair of the Police Authority we are both extremely proud to have been part of the achievements of West Midlands Police over the last few years; fewer victims of crime, communities feeling safer and real success in improving the quality of people's lives. We have demonstrated our commitment to delivering neighbourhood policing, working effectively with partner agencies and, importantly, being accountable for what we do.

Many of our successes have been recognised in both local and national awards. Whilst achieving awards is pleasing, what is more important is that it provides us with a benchmark of success and allows us to do more of what works.

Together we are determined to build upon previous ambitions and achievements and take the policing of West Midlands to the next level. This document sets out our strategic priorities for the next three years, which will pave the way to further success and help us achieve our aim of further reducing crime and disorder and make our communities feel even safer. As well as setting out our priorities and objectives, it allows us the opportunity to restate our commitment to achieving them through the highest professional standards of policing.

Local consultation has played a significant and important part in the creation and shaping of the priorities within this plan. This will enable us to provide a service which is both responsive to local needs and can meet government and national requirements.

Both the force and the Authority are no strangers to setting tough targets which improve the quality of policing to enable our vision to be realised. This is important to us. Confidence in our commitment to achieving these targets is reinforced by our organisations' shared values which include 'honouring commitments and promises'. This plan contains our commitments and promises to those who live, visit or work within the West Midlands.

Through the dedication, commitment and hard work of all those who work within West Midlands Police, our communities, partner agencies and the continued support of Police Authority members, we are confident that we can turn this plan, and its objectives, into reality.

2. INTRODUCTION

West Midlands Police is the second largest force in the country employing 14,000 officers and staff to deliver policing services to the 2.6 million residents in the seven districts that comprise the force area. It is an area rich in diversity with 18% of our population from minority ethnic backgrounds.

The force is structured into 21 operational command units each led by a chief superintendent. These in turn are divided into 335 neighbourhoods each policed by a dedicated neighbourhood policing team consisting of police officers, police community support officers and special constables.

This model of neighbourhood policing is supported by a range of forcewide specialist teams and resources capable of meeting the major challenges presented by terrorism, murder, serious and organised crime, roads policing and public order.

This Strategic Policing Plan builds on the success of West Midlands Police and sets out a three year strategic framework to deliver the priorities identified through local consultation with the Police Authority and the Home Secretary's requirements. West Midlands Police is committed to working with a wide range of partners to deliver the best strategic outcomes for our communities.

The plan identifies a number of strategic priorities, which are linked to actions and milestones that ensure effective delivery. Measurement of progress will be through key performance indicators with challenging targets.

In order to deliver this three year strategic plan we have produced a number of supporting plans:

- Annual delivery plan which sets out key activities for 2008-2009
- Performance plan which sets out our priorities and targets for 2008-2009
- Human resources strategy which sets out how we will recruit, train and develop our workforce during 2008-2009
- Business improvement and efficiency plan which sets out how we will resource our activity for 2008-2009

In order to satisfy Home Office requirements we have also included a number of appendices that cover the following areas:

- Protective services
- HMIC inspection findings
- Quality of service
- Best value performance report on statutory performance indicators 2007-2008

It is our aim to be responsive to local needs within a framework of delivering against Government and national requirements. We intend to continue to make a real difference to the quality of life within our communities and build on the significant improvements we have already made.

3. OUR AIMS AND VALUES

West Midlands Police have a very clear aim that is understood by our staff and informs every aspect of our service. It provides the community with a clear indication of our mission and what we seek to achieve. Everything we will do through this plan is aligned with our vision to:

“Reduce crime and disorder and make our communities feel safer”

We believe that providing a world class policing service to the public is not simply about what we do. As importantly it is about how we do it. Our values are the bedrock on which the delivery of our service is built. These values are shared by all members of our organisation:

We are one team working together

We put the public first in everything we do

We act with integrity, fairness and humanity

We listen, learn and strive to improve

These are our values and we are proud of them

4. STRATEGIC INFLUENCES ON THE WEST MIDLANDS POLICE 2008-2011

This plan has been developed through consultation with local communities and stakeholders together with the requirements that central government place on the police.

Considerable work has been undertaken with local authority partners to share emerging issues in order that the full range of services that impact on crime, disorder and its consequences are visible across partnerships and where appropriate can inform the development of local area agreements.

There is an additional range of national and international issues that can influence the policing challenges in an area as diverse and complex as the West Midlands. It is vital that these are considered within our planning assumptions as we shape the service to deliver across the whole policing mission over the next three years.

Our previous plan covered the period 2005-2008 and enabled West Midlands Police to become one of the most successful forces in the country. Some of the issues covered in the plan are long term and require ongoing development. These outstanding issues will be included within the plan for 2008-2011.

5. STRATEGIC PRIORITIES

To help us achieve our vision to “reduce crime and disorder and make our communities feel safer” following wide consultation with local people other public sector stakeholders and businesses we have established seven strategic priorities for the next three years.

- **To protect our communities from serious harm³**
- **To protect our communities from serious acquisitive crime⁴**
- **To protect our communities from the threat of terrorism**
- **To tackle vulnerability**
- **To manage offenders effectively**
- **To improve trust and confidence**
- **To create additional capacity and capability for operational delivery**

³ Defined as murder, manslaughter, death by dangerous/careless driving and serious assaults.

⁴ Defined as robbery, burglary and vehicle crime.

TO PROTECT OUR COMMUNITIES FROM SERIOUS HARM⁵

Violent crime

The growth in the leisure industry and the 24 hour town centre economy has coincided and contributed to a significant increase in reports of violent crime. The harm that serious violence inflicts on individuals, families, neighbourhoods and communities is a continuing concern and tackling it is a national and local priority. Particular emphasis will be placed on working with partner agencies to address the causes of violent crime as well as seeking an overall reduction.

We will:

- Reduce the level of more serious violent crime
- Work with partners to address the causes of violent crime

Gangs, guns and knives

Some communities and neighbourhoods experience the criminal use of weapons to cause serious harm. This is often linked to gang violence carried out by individuals involved in a range of criminal activity that has the effect of increasing the fear of crime. Enhanced intelligence and partnership working will enable those involved or at risk of becoming involved with gangs, guns and knives to be effectively targeted.

We will:

- Reduce the availability of weapons amongst teenagers and young adults
- Improve the quality and quantity of the intelligence that we process
- Focus on those individuals most at risk

⁵ Defined as murder, manslaughter, death by dangerous/careless driving and serious assaults.

Detection and disruption of key criminal offenders and networks

Criminal networks are strongly associated with a range of serious criminal activity including serious violence, drugs and firearms. They can undermine the quality of life of a community and encourage others into a criminal lifestyle. Intelligence can highlight key offenders and criminal networks operating at a local level, across a wider area and those involved on a national and international basis. This will enable networks to be disrupted and reduce the harm caused to communities.

We will:

- Target criminal networks through intelligence led policing
- Continue to build a capability and capacity to prevent, reduce, deter or disrupt criminality at all levels
- Focus on the levels of criminality that impact most upon community cohesion, confidence and well-being

Illegal drug supply

We particularly target dealers who cause significant harm in the neighbourhoods in which they operate. Drug trafficking is linked to serious and organised crime and in this respect we will continue to work with Her Majesty's Revenue and Customs and the Serious Organised Crime Agency.

We will:

- Take positive action to address cross-border drug-related crime
- Identify and dismantle those drug trafficking networks causing most harm to communities

Offender lifestyle disruption and asset seizure

Offenders whose lifestyles indicate unexplained wealth from criminal activities can be targeted through the Proceeds of Crime Act. This enables the profits of crime to be seized and confiscated and redirected into law enforcement.

We will:

- Increase the amount of assets identified and secured from those who are involved in organised criminal activity

Serious and organised crime

Drugs, the use of firearms, high-tech crime and human trafficking are features of serious and organised crime. Tackling serious and organised crime requires a sophisticated and targeted approach. Intelligence-led policing enables the targeting of organised criminals that operate across force, regional and national borders.

We will:

- Continue to collaborate with regional forces and agencies and develop new ways of joint working
- Share intelligence with appropriate agencies
- Identify and dismantle networks that represent the biggest risk to our communities

Road safety

The safety of our roads is key to providing a reliable and efficient transport network for the people of the West Midlands. Of equal importance is targeting the most serious traffic offences that include drink driving, dangerous driving and anti-social use of motor vehicles.

We will:

- Help reduce the number of people killed or seriously injured in road traffic collisions
- Work with partners to promote more considerate road use

TO PROTECT OUR COMMUNITIES FROM SERIOUS ACQUISITIVE CRIME⁶

Crime reduction

Serious acquisitive crime is defined as robbery, burglary and vehicle crime and is often linked to drug misuse. These more serious acquisitive crimes cause significant harm to communities. The use of intelligence-led policing will enable issues of greatest concern to communities and the most harmful offenders to be highlighted and tackled in association with community safety partners. The force will continue to reduce volume crime, building on the successes in previous years.

We will:

- Reduce the level of serious acquisitive crime
- Continue to reduce total recorded crime
- Use intelligence-led policing to identify and respond to local priorities
- Work with partners to tackle all acquisitive crime
- Improve the detection rate for serious acquisitive crime offences
- Continue to exploit opportunities afforded to tackle offenders through the drug intervention programme and other priority offender programmes

Business crime

Crimes against businesses can affect the wellbeing of an area and the economic renewal of neighbourhoods. Loss and destruction of business property including high value crime, such as cash-in-transit, can have a serious impact on both the business and its staff. For business crime to be tackled effectively there needs to be a partnership approach that includes all the relevant stakeholders.

We will:

- Encourage businesses to 'design out' crime
- With partners, tackle serious acquisitive crime committed against businesses

⁶ Defined as robbery, burglary and vehicle crime.

TO PROTECT OUR COMMUNITIES FROM TERRORISM

The threat from terrorism is high and enduring. It has the ambition to inflict mass casualties and the ability to undermine community confidence and cohesion. The national strategy for tackling the terrorist threat is known as CONTEST and has four distinct strands Prevent, Pursue, Protect and Prepare (known as the four Ps). West Midlands Police is one of the lead forces in developing the national police capacity and capability to counter the threat from international terrorism. Our response will be to support the CONTEST strategy by developing and contributing to local, regional and national responses under each of the four Ps. The Prevent and Pursue strands of work are designed to reduce the threat of attack whilst the Protect and Prepare strands work to reduce vulnerability to attack. All four elements therefore combine to reduce the risk to the public from terrorism.

Prevent

Working in partnership with local authorities the police make a valuable contribution to creating and supporting an atmosphere within local communities whereby violent extremism is resisted and rejected, as well as helping to identify and support individuals at risk of violent extremism. Building the resilience of local communities reduces the likelihood of people being drawn to violent extremism.

We will:

- Work with partners and communities to develop approaches that reduce the vulnerability of individuals and groups to radicalisation and violent extremism

Pursue

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 build and resource the West Midlands Police Counter Terrorism Unit in support of the national approach

Protect

To make our communities and infrastructure harder targets for attack it is imperative that a comprehensive range of protective security measures are in place to create a hostile environment for terrorists and reduce our vulnerability.

We will:

- Work with other agencies and partners to protect our communities and infrastructure
- Work with partners and the local and regional resilience fora to ensure that an effective range of protective plans that are appropriate for the current threat are developed implemented and tested

Prepare

The threat from international terrorism requires the police and relevant partners to prepare for the consequences and improve our resilience to cope with terrorist attacks and other major disruptive challenges.

We will:

- Work with partners and the local and regional resilience fora to ensure that an effective range of contingency plans that are appropriate for the current threat are developed implemented and tested
- Ensure that the full range of specialist policing skills, techniques and equipment are in place to respond efficiently to terrorist threat and attack

TO TACKLE VULNERABILITY

Vulnerable young people

Young people under 25 are more at risk of becoming the victims or perpetrators of crime than the general population. The influences of alcohol, drugs and gang culture are particularly significant on this age group. Diversion schemes and activities enable young people to contribute positively to the community. Such schemes are an important element in directing young people away from crime and anti-social behaviour and reducing the fear that young people can create amongst other age groups.

We will:

- Support programmes in schools and colleges to educate young people to the dangers of drug and substance abuse
- Continue to work with youth offending teams to help prevent offending by young people
- Continue to work with partner agencies to develop long term diversion strategies aimed at assisting those most at risk
- Use consultation with young people to develop strategies to engage more effectively with young people
- With partner agencies, assist young people in dealing with community safety issues
- Support diversionary activities through neighbourhood policing

Domestic abuse

Domestic abuse can have a significant impact on the lives of victims and families. In many cases a victim will experience multiple incidents of abuse before they feel able to seek help. This is, therefore, an area of crime which is significantly under reported. However, when reported, incidents of abuse are investigated and officers will ensure that victims are dealt with sensitively.

We will:

- Focus on approaches that increase the level of reporting
- Develop approaches to reduce repeat victimisation
- Work with partners to identify victims most at risk and target offenders

Abuse of vulnerable adults

Adults at risk, including the elderly and those with learning, physical or mental disabilities, can suffer ill-treatment and abuse. Working with partner agencies to target offenders and support victims are key aspects of our approach to dealing with vulnerable adults.

We will:

- With our partners continue to develop joined up policies and procedures in relation to the protection of vulnerable adults
- Provide support through local public protection units
- Reduce the re-offending rate of violent and sexual offenders

Hate crime

Communities are becoming increasingly multicultural and diverse. Crime related to prejudice and hate against any identifiable group tends to be under-reported and impacts disproportionately on minorities. It is therefore important to identify and offer support to those individuals and groups who are affected.

We will:

- Use surveys to assess the relationship between levels of reported crime and the experienced level of crime within communities
- Continue to encourage increased reporting levels
- Use intelligence systems to identify and combat all aspects of hate crime
- Highlight to the criminal justice system all hate crimes in order that they can be dealt with appropriately

Child abuse

Child abuse is a serious crime. There is a need to work closely with other forces and agencies to enhance our ability to protect children, to prevent and detect crime and increase public reassurance. Furthermore children are increasingly targeted via the internet and it is important to identify and target those representing a threat in this way. The improvement in police information sharing and management will enhance our ability to prevent and detect crime and increase public reassurance.

We will:

- Maintain effective co-operation and consultation with other relevant agencies particularly children's services
- Target internet facilitated offending against children
- Improve the quality of investigation and support to victims

Sexual offences

The number of reported sexual offences that result in a criminal conviction are low particularly in relation to rape. This high attrition rate undermines public confidence and does not deliver justice to the victim. This is a complex issue that engages a range of criminal justice stakeholders and agencies. It is also a type of offence where there are rarely independent witnesses. The management of sex offenders in the community following conviction is dealt with at operational command unit level and involves a range of partners to ensure the public is afforded maximum protection.

We will:

- Work with other agencies to ethically increase the conviction rate for rape and serious sexual offences
- Continue to work with partners to monitor and manage sex offenders in the community
- Develop approaches that encourage higher levels of reporting
- Improve the quality of investigation and support to victims

TO MANAGE OFFENDERS EFFECTIVELY

Target priority and prolific offenders (PPOs)

Priority offenders are those who harm our communities by committing the more serious offences. Prolific offenders commit the majority of crime. Identification of this group of offenders allows the police and other agencies to target those who pose the greatest threat to the safety and confidence of communities.

We will:

- Work with partners to identify and actively manage PPOs
- Continue to target PPOs
- Use intelligence to assess the risk and harm posed by PPOs
- Target the drugs intervention programme towards PPOs

Drug treatment interventions for relevant offenders

Through mandatory drug testing for Class A drugs it is possible to identify the level of drug taking for relevant offenders and refer them to drug treatment programmes. However for this to be effective it needs considerable support from partners to ensure that resources are available to direct those involved away from criminality.

We will:

- Work with partners to ensure the continued effectiveness of the drug intervention programme

TO IMPROVE TRUST AND CONFIDENCE

Further develop neighbourhood policing with neighbourhood working

Local neighbourhood policing is the way that policing services are delivered to our communities. Its aim is to improve the quality of life for individuals and communities. It will build trust and confidence, reduce the fear of crime and resolve local crime and anti-social behaviour problems.

We will:

- Respond to the needs of neighbourhoods
- Work to achieve greater alignment between neighbourhood policing and neighbourhood management
- Use engagement opportunities with neighbourhoods, including local businesses, to better understand and solve local problems and to generate improved community information

Effective community engagement

Through community engagement activities we seek to ensure that the public can access the services they need, when they need them and use community feedback to improve service delivery. A programme of robust “Feeling the Difference” surveys monitor community engagement and the public’s perception of safety and confidence across the force area.

We will:

- Enhance the visibility and accessibility of our staff and services
- Refine delivery of the Contact Counts programme to provide enhanced delivery standards against which our performance can be measured
- Continue to meet national quality of service commitment standards
- Continue to develop our approach to ‘Key Individual Networks’
- Further develop and refine the “Feeling the Difference” programme

Confidence and harmony within our communities

A sense of belonging to a local community helps to create a stable and positive atmosphere. Community cohesion can only flourish when there is an understanding that equality and diversity are critical elements. Working with partners is key to encouraging confidence and harmony within communities.

We will:

- Further develop consultation and survey methods to identify needs of communities and neighbourhoods
- Together with partners, support a range of programmes and initiatives to improve and maintain community cohesion

Service satisfaction gaps

We seek to ensure that our communities feel high levels of satisfaction with the service we provide. While our results are high, we know that some communities and groups feel less satisfied than others.

We will:

- Expand the scope of our surveying to better identify service satisfaction gaps
- Understand and, where appropriate, address these gaps
- Regularly monitor our performance in terms of equality of service satisfaction

Needs of new communities

The development of new communities brings many benefits, but can also negatively affect community cohesion due to misunderstanding, language barriers and issues of tolerance.

We will:

- Improve our understanding of the profile of communities
- Assess the vulnerability of new and emergent communities
- Assess the potential for criminality related to, and in, those communities
- Work with relevant partners and communities to improve integration and reduce related criminality

Criminal damage and anti-social behaviour

Addressing anti-social behaviour within neighbourhoods can help reduce the fear of crime and build more cohesive communities. Local neighbourhood policing is the key to dealing with criminal damage and other aspects of anti-social behaviour.

We will:

- Work with partners to tackle anti-social behaviour through neighbourhood working

Alcohol and substance abuse

Alcohol and substance abuse can result in anti-social behaviour and criminality that disrupts neighbourhoods. This can lead to violence and criminal damage which greatly impacts on individuals and communities

We will:

- Tackle alcohol related violence and criminal damage
- Apply a coherent licensing approach force wide
- Work with partners to address underlying causes of alcohol and substance abuse

Improving confidence in the criminal justice system (CJS)

Supporting victims and witnesses is key to maintaining confidence in the criminal justice system.

We will:

- Work in partnership with the Local Criminal Justice Board to improve satisfaction of victims and witnesses
- Address issues of 'race disproportionality'⁷ in victims and witnesses experience of the CJS
- Maintain and improve support to vulnerable and intimidated witnesses and victims
- Reduce unnecessary bureaucracy

⁷ As part of Public Sector Agreement 24 partners in the criminal justice system are working to develop a better understanding of the scale and causes of under-and over-representation of people from ethnic minorities.

TO CREATE ADDITIONAL CAPACITY AND CAPABILITY FOR OPERATIONAL DELIVERY

People

West Midlands Police must deliver a robust and resilient set of policing services for its communities. A cornerstone of our success remains a motivated, productive, highly trained and well-rewarded workforce that can meet the increasing challenges the force will face.

We value our people and their development and we will seek to create an environment that allows them to realise their full potential, within a modern workplace, as an employer of choice. Our workforce should be representative of the communities they serve, where individuals have the opportunity to develop their skills, their service ethos and general response to meet the service and performance requirements placed upon this police force.

We will:

- Emphasise the critical value of leadership at all ranks and grades to ensure that our workforce is well led at all times
- Take forward the work of people development boards
- Reinforce the value and organisational benefits of performance development reviews at an individual and team level
- Review the Learning, Training and Development Strategy for the force under a quarterly ACPO and Police Authority Personnel Committee assessment regime
- Further develop opportunities for police staff with disabilities
- Raise representation of black and minority ethnic colleagues at senior positions and within the recruitment process
- Promote a career development and coaching programme for female colleagues
- Engage with those within our community who are currently not in employment to encourage them to consider a career within the police service
- Develop further non-ageist policies and practices
- Build on the work of our inter-faith group and the representative bodies who promote diversity and equality within the force
- Develop a single force Equality and Human Rights Scheme

Resources

In order that West Midlands Police can deliver policing successfully, it is important that resources are used effectively and efficiently and harnessed properly towards meeting the challenges of the force in the next three years.

To achieve this, we rely on an infrastructure of technology, business systems, processes, and physical assets to provide the full range of policing and its support functions. As the range of issues becomes more complex, so does the requirement for a flexible but robust infrastructure to meet our needs and interface with partners, other stakeholders and the public.

It is important that we continue to ensure value for money in delivering our services. We aim to maintain or increase our productivity and review processes to create a culture of business improvement within the force. In this way we can focus our resources in the best way possible.⁸

Finally, we have an overall requirement to maintain an operational capability as a strategic force to address both our national obligations and any local requirement for immediate protective services to the public of the West Midlands.

ICT management and delivery

We will:

- Enhance our ICT infrastructure and architectural resilience for our network and applications
- Develop our information management technology in line with the increasing need to collect, analyse, disseminate and retain key information
- Maximise technology opportunities within the overall national strategy to support and extend our policing capability
- Extend our approach to e-policing to improve internal and public facing communication
- Implement our improved access control system to ensure the security and safety of our staff, premises, information and the public

Physical assets

We will:

- Continue our development of the police estate to meet the new requirements for our staff and the communities they serve
- Continue to upgrade poor conditions or inappropriate buildings and spaces.
- Provide a range of fit for purpose vehicles and plant to support our operational officers and, where necessary, specialist roles
- Provide and renew essential equipment that gives our officers and staff effective support

⁸ A dedicated procurement officer operates within the Contract and Procurement Department and is accountable for dealing with all workforce matters affected by procurement. In principle all procurement activity is conducted within the context of Best Value and TUPE1 Regulations 2006 and EC Procurement Directives

Finance

We will:

- Create a budgetary framework that helps to deliver policing priorities
- Continue to develop a performance-led strategy to link the use of resources and performance
- Manage our financial resources to maximise the opportunities for investment and redirection to improve the overall service
- Set a budget framework that encourages local management and innovation

Efficiency, productivity and value for money

We will:

- Develop our Business Improvement and Efficiency Plan to meet national requirements and provide the basis for continuing improvements in the efficiency of the force
- Implement a robust review mechanism to challenge current practices and processes, leading to sustained business improvement across the force's operational and support activities
- Continue to develop a culture of "invest to save" where strategic investment leads to future efficiency improvements and savings
- Continue to review procurement processes to maintain a strong value-for-money approach in this area

Operational resilience and business continuity

We will:

- Produce and maintain robust contingency arrangements to deal with critical incidents and national mobilisation requirements
- Actively maintain and develop the force's contingency planning
- Develop and maintain groups of properly equipped and trained officers to provide key roles
- Ensure that all planned major events are properly assessed in terms of policing requirements
- Ensure that robust continuity plans are maintained and tested periodically to provide ongoing effective business continuity across all force activity areas

6. ANNUAL DELIVERY PLAN 2008-2009

Strategic priority	Protect our communities from serious harm⁹	
Activity	Owner	
Work with partners to produce a strategy for murder suppression for West Midlands Police	ACC Crime	
Produce and implement an alcohol/licensing strategy to reduce violent crime. This will include a multi-agency approach to problem solving	ACC Crime	
Develop and implement a toolkit for violent crime which will be disseminated to all practitioners within the force	ACC Crime	
Implement the National Ballistics Intelligence Service (NABIS) business processes to tackle guns and gangs	ACC Crime ACC Intelligence	
Produce and implement a knife crime reduction strategy	ACC Crime	
Develop the Tackling Gangs Action Programme (TGAP).	ACC Crime ACC Intelligence	
Produce an educational development strategy supporting school based officers in pursuance of the violent crime strategy	ACC Crime	
Identify and dismantle criminal networks utilising asset recovery as a tactic where appropriate	ACC Crime	
Review the capability and capacity within West Midlands Police to effectively target organised crime networks	ACC Crime	
Agree cross-border arrangements with regional forces to ensure that Level 2 criminality is effectively addressed	ACC Intelligence	
Produce a targeted asset recovery strategy 2008-2009	ACC Crime	
Provide guidelines to operational command units (OCUs) regarding asset recovery and produce targets for each OCU	ACC Crime	
Target asset recovery resources to focus on people within the community causing most harm	ACC Crime	
Agree with partners a strategy that reduces violence involving guns & knives	ACC Intelligence	
Further develop the Birmingham Reducing Gang Violence strategies to tackle gang violence	ACC Intelligence	
Explore potential for using technology (e.g. "Stopper") to enhance knowledge & understanding of unreported firearms incidents	ACC Intelligence	

⁹ Defined as murder, manslaughter, death by dangerous/careless driving and serious assaults.

Develop understanding of social and cultural issues that influence gang and gun/knife culture in communities	ACC Intelligence
Review force capability and capacity to meet the new ACPO Police National Mobilisation Plan and implement organisational learning	ACC Operations
Meet chemical, biological, radiological and nuclear (CBRN) performance indicators for training and preparedness	ACC Operations
Increase in firearms response capacity to match changing demand	ACC Operations
Develop tactical options for the deployment of the firearms unit to combat and reduce the threat posed by the criminal use of firearms	ACC Operations
Develop a performance management framework for strategic roads policing	ACC Operations
Develop collaboration within the region for strategic roads policing	ACC Operations
Identify and exploit opportunities to proactively target criminals who use the road network	ACC Operations
Improve the efficiency and effectiveness of road death collision investigation	ACC Operations
Develop a proactive Automatic Number Plate Recognition (ANPR) strategy, increasing intelligence opportunities and making best use of both fixed and mobile deployments	ACC Operations ACC Intelligence
Maximise sanction detections and offences brought to justice by supporting the investigation process through criminal justice partner agency engagement	ACC Citizen Focus
Engage with criminal justice agency partners to assist in identifying issues around black and minority ethnic women facing honour-based violence and cultural violence	ACC Citizen Focus
Identify threats through community tensions and impact assessments and, when appropriate, use mediation between communities/individuals	ACC Citizen Focus
Provide advice and guidance to operational command units (OCUs) and communities regarding hate crime	ACC Citizen Focus
Work in partnership with the Birmingham Reducing Gang Violence (BRGV) forum to implement the communications strategy	ACC Citizen Focus

Strategic priority	Protect our communities from serious acquisitive crime¹⁰
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Activity	Owner
Support crime reduction strategies to combat serious harm through the development of a toolkit to reduce robbery, burglary, vehicle crime, business crime and student crime	ACC Crime
Identify 'high crime-causing drugs users' and integrate with the priority and prolific offenders strategy and the drugs intervention programme	ACC Crime
Enhance forensic opportunities and capacity for acquisitive crime	ACC Crime
Produce and implement a cohesive strategy to address the organised criminality regarding metal thefts within the West Midlands area	ACC Crime
Support our partners within the business community	ACC Crime
Use the force strategic assessment to identify key threats and risks to communities	ACC Intelligence
Develop intelligence products to ensure local and regional criminality is disrupted in association with neighbouring forces	ACC Intelligence
Carry out a review of the force Intelligence Department to ensure delivery of more effective communication and intelligence processes	ACC Intelligence
Develop neighbourhood profiles in the force to better understand emerging threats	ACC Intelligence
Develop a regional confidential unit in association with neighbouring forces	ACC Intelligence
Further develop our understanding and knowledge to tackle emerging drug threats e.g. cannabis factories	ACC Intelligence
As lead force for the Regional Asset Recovery Team, develop a regional policy to ensure that asset recovery is a day to day activity	ACC Intelligence
Develop a database of tried and tested interventions to tackle locally identified crime reduction priorities	ACC Intelligence
Develop and implement a higher education crime reduction strategy in order to reduce victims amongst higher education students	ACC Operations
Develop a strategy that increases the use of information, latest trends and good practice to reduce robbery, burglary and vehicle crime	ACC Operations

¹⁰. Defined as robbery, burglary and vehicle crime

Strategic priority	Protect our communities from the threat of terrorism
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Activity	Owner
Continue to develop the capability and capacity of the West Midlands Counter Terrorist Unit in support of the national strategy (CONTEST) and West Midlands Police vision by meeting agreed enhanced establishment levels	ACC Security and Cohesion
Engage with partners and the wider community to build and develop a comprehensive intelligence picture to help inform operational activity, protect communities from the threat of terrorism and domestic extremism and identify those groups which may be vulnerable to violent extremism	ACC Security and Cohesion
Develop a strategy for preventing violent extremism aligned to and supportive of neighbourhood policing principles and the national delivery plan	ACC Security and Cohesion
Disrupt and deter those intent on committing acts of terrorism or those whose extremist activities threaten the cohesion or well being of our communities together with partners at international, national, regional, force and OCU level	ACC Security and Cohesion
Protect our communities by working with partners to reduce the risk of harm to the public in crowded places (bars, clubs, stadiums, visitor attractions etc) in line with national policy	ACC Security and Cohesion
Develop, maintain, test and review readiness to deal with critical terrorist incidents by means of regular operational and 'table top' exercises	ACC Security and Cohesion ACC Operations
Develop a counter terrorist performance management framework to assist in the delivery of continuous improvement and measure activity against national indicators	ACC Security and Cohesion
Build relationships that strengthen trust and confidence by equipping our staff with the appropriate skills to further develop neighbourhood policing with neighbourhood working	ACC Intelligence
Develop neighbourhood profiles in the force to better understand emerging terrorist threats	ACC Intelligence
Contribute to the building and developing of a comprehensive intelligence picture to inform operational activity at all levels	ACC Intelligence
Develop the force approach to preventing violent extremism	ACC Security and Cohesion ACC Intelligence
Develop and expand the 'Prepare' strategy to meet the changing environment around the threat of terrorism	ACC Operations
Continue to lead in the Local Resilience Forum and embed the new structure	ACC Operations
Develop force resilience to deal with threats of terrorism through testing and training activities and improve the force response to the increasing demands for policing conferences and major events	ACC Operations
Review and maintain terrorist court capability with Her Majesty's Courts Service (HMCS) and ensure protocols are deliverable and fit for purpose	ACC Citizen Focus

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Develop and build confidence in the overall criminal justice system especially amongst minority and vulnerable communities in partnership with Local Criminal Justice Board (LCJB)	ACC Citizen Focus
Support local authorities in diverting individuals and communities from violent extremism as part of the Government's CONTEST (Prevent) agenda	ACC Citizen Focus
Develop a communications strategy to deal with community disruption caused by police actions dealing with suspected terrorist activity	ACC Citizen Focus

Strategic priority	Tackle vulnerability
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Activity	Owner
Implement dedicated operational command unit (OCU) based public protection units that include child abuse, domestic abuse, sex offender management, vulnerable adults and missing persons	ACC Crime
Further develop diversionary schemes aimed at young people at risk of involvement in crime and anti-social behaviour	ACC Intelligence
Build relationships to enable innovative approaches to tackling anti social behaviour without displacement but by using appropriate legislation	ACC Intelligence
Build and develop a comprehensive intelligence picture by engagement with partners and the wider community to help inform operational activity, protect communities from the threat of terrorism and domestic extremism and identify those groups which may be vulnerable to violent extremism	ACC Security and Cohesion
Support the Rape & Serious Sexual Offences Strategic Group priorities in delivering outcomes and help to provide a better service to the victim and improve investigation standards	ACC Citizen Focus
Ensure witness care units effectively support all victims and witnesses through the criminal justice system and are compliant with the Victims Code and embrace national developments such as victim care units	ACC Citizen Focus
Deliver joint protocols with the primary care trusts in the force area to improve the safety and security of vulnerable people with mental health disorders	ACC Citizen Focus
Develop an 'appropriate adult scheme' that supports vulnerable adults when they have been detained by the police for interview	ACC Citizen Focus
Implement the streamlined court process known as 'Simple Speedy Summary Justice' in youth courts across the force area in association with criminal justice partners	ACC Citizen Focus
Explore options to divert young people away from the criminal justice system through the Youth Justice Action Plan	ACC Citizen Focus
Develop a programme of monitoring to assess the proportionality of black and minority ethnic communities and mentally vulnerable persons who enter the criminal justice system	ACC Citizen Focus
Identify vulnerable communities and individuals through the OCU based 'Key Individual Networks'	ACC Citizen Focus
Assist OCUs to respond to threats identified in community tension assessments through community interventions	ACC Citizen Focus
Continue to develop and support the role of OCU based communications & reassurance officers	ACC Citizen Focus

Strategic priority	Manage offenders effectively
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Activity	Owner
Maximise the opportunity to test offenders through the Drugs Intervention Programme	ACC Crime
Capture and disseminate best practice to ensure that priority and prolific offenders continue to be effectively targeted and managed	ACC Crime
Work with partner agencies to ensure that the use and success of the Drugs Intervention Programme is understood and best practice is disseminated within the force	ACC Crime
Further develop our capability and capacity to manage police information (MOPI) in line with the national IMPACT programme	ACC Intelligence
Develop joint working arrangements with the Borders and Immigration Agency (BIA) to provide 'stand alone' custody facilities to house and process immigration prisoners in their entirety to significantly reduce the current immigration demand placed on West Midlands Police	ACC Citizen Focus
Implement Home Office guidance which sets the standards expected in the handling of people who come into police custody	ACC Citizen Focus
Implement joint protocols with the Crown Prosecution Service and the National Health Service (NHS) Counter Fraud and Security Management Service, which supports national guidance on how criminal justice partners should deal with people who commit offences against the NHS and/or its staff	ACC Citizen Focus
Review the Warrants Management Policy to ensure it complements national guidance, 'Getting Defendants to Court', and work with the Crown Prosecution Service and Her Majesty's Courts Service to deliver effective warrant management	ACC Citizen Focus

Strategic priority	Improve trust and confidence
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Activity	Owner
Build relationships that strengthen trust and confidence by equipping our staff with the appropriate skills to further develop neighbourhood policing with neighbourhood working	ACC Intelligence
Continue to standardise our approach to community contact	ACC Intelligence
Establish “what matters to the community” specifically in terms of the impact of anti-social behaviour	ACC Intelligence
Continue to speak to our customers about their experiences of West Midlands Police to understand their expectations	ACC Intelligence
Continue to promote community awareness through the ‘MyNeighbourhood’ website to engage communities and provide reassurance through accurate information exchange	ACC Intelligence
Develop our survey techniques to identify those groups that feel less satisfied with the level of service they receive	ACC Citizen Focus
Develop with the Local Criminal Justice Board a responsive court system to meet local needs which will help reassure vulnerable communities	ACC Citizen Focus
Develop the first national initiative to address the key indicators in the British Crime Survey (BCS) which impact on the communities’ confidence in the criminal justice system	ACC Citizen Focus
Initiate and develop interfaith consultation to link into force level advisory groups	ACC Citizen Focus
Maintain and develop the strategic ‘Key Individual Network’	ACC Citizen Focus
Manage and prepare schemes and action plans regarding race, disability, gender and equality schemes	ACC Citizen Focus
Establish projects to reduce exclusion for certain communities or people e.g. deaf and other disabilities	ACC Citizen Focus
Develop a public relations delivery plan to support reduction in crime and reassurance of communities	ACC Citizen Focus
Identify the needs of our existing and new communities and determine the best way to exchange information and develop the appropriate corporate infrastructure to achieve this	ACC Citizen Focus
Improve the way that citizens and the police interact through the use of electronic channels and technology	ACC Citizen Focus

Strategic priority	Create additional capacity and capability for operational delivery
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Activity	Owner
Build, maintain and test the force's readiness to deal with critical incidents	ACC Crime ACC Operations
Progress our approach to the National Contact Management Programme (Formerly known as Programme Unity 2)	ACC Intelligence
Create and maintain an effective and efficient tasking system to achieve best use of operations staff and specialist skills, abilities and equipment	ACC Operations
Explore the use of technology, such as head-worn cameras (Headcams), to help improve the delivery of policing services	ACC Operations
Further develop the Integrated Custody Information System (ICIS) to support operational activity and minimise bureaucracy	ACC Citizen Focus
Reduce unnecessary bureaucracy in criminal justice processes in pursuance of Sir Ronnie Flanagan's Review of Policing	ACC Citizen Focus
Review the criminal justice units in the West Midlands area to identify and evaluate criminal justice good practice	ACC Citizen Focus
Develop the concept of 'virtual courts' to reduce demand on prisoner transportation, prisoner escort and freeing up valuable court time which can be dedicated to more serious cases	ACC Citizen Focus
Review the working practices of identification suites to improve their efficiency and effectiveness	ACC Citizen Focus
Integrate the information, communications and technology systems used by criminal justice partners to provide more coherent processes and support the national recommendations in the Bichard report	ACC Citizen Focus

7. ANNUAL PERFORMANCE PLAN

Our Annual Performance Plan takes into account what you have told us through our consultation, an analysis of the performance trends of the force and the requirements of the national Public Service Agreements (PSAs).

We have assessed the views of our diverse West Midlands communities and businesses through a variety of different methods. These included focus groups, panels, consultation meetings, surveys, a youth conference and through officers and staff who have daily contact with the public. Overall, the areas that were highlighted as being most important across all the consultations were a reduction in crime, a reduction in anti-social behaviour and a reduction in the fear of crime. In order to address local concerns we have set a range of challenging performance indicators and targets.

The reduction of total recorded crime has been at the heart of West Midlands Police's successful performance in recent years. In addition the new PSAs focus community safety effort into reducing more serious high impact crime. It is for this reason that the force will also direct energy into reducing serious violence and serious acquisitive crime alongside reducing total recorded crime.

The new PSAs set a general requirement for the force to achieve significant improvement in its performance by 2011. We have therefore set challenging three year targets for certain performance indicators. Our aim here is to increase performance over three years to reflect progress in both the individual performance of the force and compared to other similar metropolitan police forces. In addition, we have set annual milestone targets to provide shorter term focus to help reach our three-year goal. These annual targets could change, during the life of the plan, to reflect what the force needs to achieve to reach the three-year target.

This approach will be replicated in relation to detections. Here the emphasis is on improving the detection rate for serious violence, serious acquisitive crime and serious sexual offences whilst ensuring that the total sanction detection rate improves over the life of the three-year plan. The detection targets will not distract us from improving our performance in reducing total recorded crime. They are an additional element of our approach to 'reduce crime and disorder and make our communities feel safer'.

Making our communities feel safer and improving customer satisfaction levels are intended outcomes of our quality service. Targets set for 'Feeling Safe' and 'Satisfaction' are the principal measures we use to judge whether policing services are having an impact within communities.

In line with community concerns we have also set targets to reduce criminal damage, reduce business crime, detect hate crime and improve road safety.

PERFORMANCE INDICATORS AND TARGETS¹¹

REDUCING CRIME AND DISORDER	2008-2009	2009-2010	2010-2011	3 Year Target
Reduction				
Reduce serious violence	4%	4%	4%	11%
Reduce serious acquisitive crime	4%	4%	4%	11%
Reduce total recorded crime	4% *	4%	4%	10%
Sanction detection rate				
Detections of serious violence	45%	50%	55%	55%
Detections of serious sexual offences	34%	37%	40%	40%
Detections of burglary (home)	14%	17%	19%	19%
Detections of robbery	23%	25%	27%	27%
Detections of vehicle crime	9%	11%	12%	12%
Total sanction detection rate	28% *	29%	30%	30%
FEELING SAFE			Targets 2008-2009	
Making our communities feel safer			95%	
Harmonious living			90%	
Confidence (whole community)			75%	
Confidence (BME community)			75%	
Perception of anti-social behaviour			Benchmark & report of performance	
SATISFACTION			Targets 2008-2009	
Actions taken after reporting incident			85% *	
Kept informed about progress of an incident			70% *	
Service received (whole community)			85%	
Service received (BME community)			85%	
LOCAL CONCERNS				
	2008-2009	2009-2010	2010-2011	3 Year Target
Reduce business crime	4% *	4%	4%	10%
Reduce criminal damage	4%	4%	4%	10%
Increase detection rate of hate crime	37%	41%	44%	44%
Improve road safety ¹²	5%	5%	5%	14%

* To be included in the Assessments of Policing and Community Safety as local priorities

¹¹ We have worked with local partners in development of these performance indicators and have actively been involved in discussing targets to be set within local area agreements.

¹² A reduction of at least 5% compared to the previous year in the number of road traffic collisions causing fatalities or serious injury