

**JOINT POLICING PLAN
2008-2011**

Contents

Foreword.....	3
Introduction.....	5
The National Policing Context	6
The West Mercia Context	7
Building on Outstanding Results.....	8
Diversity.....	11
Collaborative working between West Mercia Constabulary and other forces.....	12
Protective Services.....	12
What our communities have told us.....	13
West Mercia – Looking to the future.....	15
Our Ambition for West Mercia.....	15
What we intend to deliver – ‘The Four Better Outcomes’	15
Tackling Crime.....	16
Promoting Community Safety.....	17
Improving Satisfaction and Confidence.....	18
Protecting the Public.....	19
Organisational Management.....	21
How we intend to deliver - The Four Tracks of Policing.....	23
What our successes will be built upon - The Four Key Principles.....	23
Delivering our services locally.....	24
The Police Authority.....	25
Managing our resources	29
Efficiency and Productivity Plan.....	31
Human Resources.....	33
How we measure our performance.....	38
External assessments of our performance	40
Corporate Governance	41
Appendix 1 - Statutory Performance Indicators 2007/08.....	43

Foreword

Paul West, QPM, MA (Oxon), MSc, MA
Chief Constable
West Mercia Constabulary

Paul Deneen, JP, MA, BEd
Chair
West Mercia Police Authority

As we look forward to the next year and beyond, it is opportune for us to reflect briefly upon the success of the Police Authority's recent investments, which have led to record numbers of police officers, Police Community Support Officers, police staff and volunteers in West Mercia at present, and has translated into some very significant achievements during the last 12 months.

Progress in building upon our past successes has also recently been recognised by three very positive external reports from Her Majesty's Inspectorate of Constabulary, the Home Office (in relation to the Policing Performance Assessment Framework, PPAF) and the Audit Commission in respect of the Police Use of Resources Evaluation (PURE). All of these independent national assessments, published late in 2007, highlight the Constabulary's strong performance in relation to a wide range of nationally agreed criteria.

In looking forward, however, we are acutely aware that future financial settlements from Central Government are likely to leave us little scope for growth in our service capacity. We will, therefore, need to be flexible in adapting imaginatively and creatively to developments in the national policing context, such as the recommendations of Sir Ronnie Flanagan's Review of Policing, the forthcoming 2008 Police Reform Green Paper, the Home Secretary's Strategic Policing Priorities, the Criminal Justice System's Strategic Plan and the new suite of National Public Service Agreements for 2008-11.

Our commitment to providing visible, effective and accountable neighbourhood policing has been underlined by the introduction of 145 local policing teams throughout the West Mercia area over the last two years. Additionally, emphasising the Authority's continuing commitment to enhance the infrastructure of the Force, the last 12 months has seen the opening of a new Police Station in Leominster and a major specialist facility in South Worcestershire, and the culmination of a hugely ambitious £2.9M investment programme which strengthened our capability and capacity to respond effectively to many of the more serious challenges that threaten our communities. Delivered ahead of time, this programme has significantly increased our ability to meet head-on the operational demands caused by major crime and major incidents, serious and organised crime and the threat of terrorism.

Building upon its past successes, the Police Authority has also approved an exciting and innovative programme of infrastructure development over the next three years, which will equip the force with buildings that meet our operational requirements and will enable staff to access the right technology and support that is needed in dealing with the demands of policing today. And, with the aim of further increasing our effectiveness and efficiency, opportunities for collaborative working with partner agencies at local, regional and national levels (both police and non-police sector) will be fully explored and exploited on a continuing basis.

West Mercia Constabulary's strong national reputation has been built upon the dedication and commitment of generations of police officers, police staff and volunteers who have served their communities so well during the first 40 years of the Force's existence. Their collective efforts have made a real difference to the quality of countless people's lives, and we thank them for their service to their local communities which has been much appreciated, but many challenges still exist.

As we plan for April 2008 and beyond, the Force's focus remains upon its priorities of tackling crime, promoting community safety, improving satisfaction and confidence and protecting the public, and on continuing to provide high quality, cost effective policing for the communities of West Mercia.

This Policing Plan has been developed carefully over a period of many months, based upon a widespread process of consultation with our own staff, with representatives of national agencies and, most importantly, with people from the communities that we serve. Our grateful thanks go to everyone involved in its production.

Introduction

This Policing Plan sets out the proposed arrangements for policing in West Mercia for 2008 – 2011 and gives particular emphasis to the objectives for the forthcoming year in the local authority areas of Herefordshire, Shropshire, Telford & Wrekin and Worcestershire.

This is a shared plan, prepared by West Mercia Constabulary and West Mercia Police Authority working together for safety and justice.

Police Authority Strategic Priorities

The policing priorities identified in this Policing Plan are those which the Chief Constable is committed to deliver but these may be seen against a wider framework which the Police Authority would wish to achieve, subject to availability of sufficient resources.

The following strategic priorities underpin the approach of the Police Authority, whose remit is to ensure an efficient and effective police service for the people of West Mercia.

- Maintaining effective Police Authority monitoring of force activity and its progress towards Policing Plan priorities, including the development of enhanced protective services
- Developing and monitoring community engagement and partnership working both by the force and the Authority, including the development of Local (Neighbourhood) Policing
- Monitoring and promoting force performance and in particular public reassurance and satisfaction
- Maintaining police officer and staffing levels at a minimum of shire force average¹
- Adopting a long-term capital programme, making sufficient provision for the infrastructure needs of the force
- Monitoring budget expenditure, efficiency and effectiveness.

These priorities are subject to review in the light of Government legislation, available resources and changing environmental conditions, including the incidence of crime and the views of the public.

¹ In 2007/08 we have fallen behind the average for the number of police officers employed. With the current Government restrictions on precept levels it is not expected that this shortfall can be substantially addressed in 2008/09.

The National Policing Context

In developing our priorities for 2008-11 we have taken into account partnership priorities and national influences including: the 2007 Comprehensive Spending Review, the Home Office Crime Reduction Strategy 2008-11, the Government's Criminal Justice Strategy 2008-11, Public Service Agreements for 2008-11, the Home Secretary's Strategic policing priorities and key actions for the police service 2008/09, the Government's three year plan for tackling violence "Saving Lives, Reducing Harm, Protecting the Public" and the report of the National Review of Policing by HM Chief Inspector of Constabulary.

Public Service Agreements (PSAs)

As part of its 2007 Comprehensive Spending Review (CSR) the Government has set out the top national priorities for community safety for the next three financial years. Those that relate directly to the police service are:

- Make communities safer (PSA 23)
- Deliver a more effective, transparent and responsive criminal justice system for victims and the public (PSA 24)
- Reduce the harm caused by alcohol and drugs (PSA 25)
- Reduce the risk to the UK and its interests overseas from international terrorism (PSA 26)

Home Secretary's Strategic Policing Priorities for the Police Service in 2008/09

1. Reduce crime in line with the national PSAs (23 and 25), including focusing on more serious violence (particularly involving the use of firearms and other weapons), serious acquisitive crime (particularly prolific and other priority offenders and drug-misusing offenders), alcohol-related crime and disorder, and anti-social behaviour.
2. Increase public confidence in and satisfaction with the police through an emphasis on the quality of service provided to the public.
3. In line with PSA 24, work in partnership to deliver a more effective, transparent and responsive Criminal Justice System for victims and the public.
4. Work jointly to ensure that adequate capability and capacity exists across England and Wales to deliver effective policing to tackle serious and organised crime and to provide other protective services.
5. In respect of counter-terrorism and violent extremism in line with CONTEST and the counter-terrorism PSA, work with and through local communities as appropriate to disrupt terrorists and their operations; protect key sites and people going about their daily lives; deter those who facilitate terrorism; stop people from becoming or supporting terrorists or violent extremists; and be prepared to respond to a terrorist attack and its consequences.
6. The tougher financial settlement for the CSR period requires both Police Authorities and Forces to make the best use of resources, with a continuing commitment to achieving significant cashable improvements in efficiency and productivity. The Police Service should see resource management as a core responsibility of delivering sustainable improvement.

The West Mercia Context



The force employs approximately 4,600 people of which 1.5% are of minority ethnic origin and 45% are female. It operates through five divisions –

- Herefordshire
- North Worcestershire
- Shropshire
- South Worcestershire
- Telford & Wrekin

The main headquarters site is based at Hindlip near Worcester.

Whilst the force area has five large urban areas, namely Worcester, Redditch, Hereford, Shrewsbury and Telford, West Mercia is predominantly rural, with some areas, particularly Herefordshire, deemed 'sparse' in population terms.

The Constabulary has 41 police stations (Home Office definition¹), and uses or occupies a further 75 properties. By the end of March 2009 we aim to have 80% of police stations fully compliant with the Disability Discrimination Act with regard to public accessibility.

Area	7,428 square kilometres (2,868 square miles) - fourth largest police area in England and Wales	
Population	1,181,900 (2.3% minority ethnic)	
Dwellings	495,000	
Roads	13,621 kilometres (8,464 miles)	
Net Expenditure	£ 192.7 millions	
Police Personnel: (as at March 2008)		
Police Officers		2495
Police Staff		1851
Community Support Officers		276
Special Constabulary		251
Number of miles travelled by police vehicles	11.4 million per year	

There are eleven Crime and Disorder Reduction Partnerships (also known as Community Safety Partnerships) within the area.

¹ A police station is an operational police facility with a public enquiry counter open during the day and should include police offices (ie police house in rural area, which is part police station where the public can call at certain times).

Building on Outstanding Results

West Mercia Constabulary has, for a number of years, been independently assessed as one of the highest performing police forces in England and Wales. Recent successes include:

- Being rated as "Excellent" in the categories of Tackling Crime and Performance Management and "Good" in the remaining six performance categories – Serious Crime and Public Protection; Protecting Vulnerable People; Satisfaction and Fairness; Neighbourhood Policing; Local Priorities; Resources and Efficiency.
- Recorded crime has fallen consistently over recent years. In the year ending March 2007, total recorded crime fell by nearly 4% to 82,095 incidents, resulting in 3,258 fewer victims of crime.

Crime volumes	2004/05	2005/06	2006/07	Change 2006/07 Vs 2004/05
Total Recorded Crime	95,056	85,353	82,095	Down by 14%
Domestic Burglary	4,785	3,738	3,260	Down by 32%
Violent Crime	19,820	17,166	17,510	Down by 12%
Vehicle Crime	10,943	9,752	8,865	Down by 19%
Sanction Detection Rate	26.6%	31.8%	32.5%	Up by 22%

- Sanction detection rates, where investigations lead to action being taken against an offender, are one of the highest in the UK.
- As well as reductions in 'local' crime, we have also enjoyed great success in tackling major and serious crime and have invested significantly in the force's serious crime investigation, counter terrorism and civil protection capabilities.
- 145 Local Policing Teams are in place to work more closely with, and be better able to respond to, the concerns of our communities.

In addition to these operational successes, we have seen significant improvements in a number of other key areas, such as improvements in file quality, routine call handling and reduced sickness levels. Efficiency has also improved and, for the seventh year running, we have met and surpassed the target set by the Home Office.

It is important to recognise that excellent performance is not just about numbers. Statistics, no matter how impressive, only tell part of the story. Equally important is the impression we leave with our customers and partners. In October 2007 we successfully retained Charter Mark accreditation, the Government's award scheme for recognising and encouraging excellent customer service in the public sector. Looking ahead, our challenge is to develop a style of working in which public satisfaction is at the heart of everything we do.

We have many excellent examples that demonstrate the human face of the force. These examples of good practice do not feature in the quantitative data, but they play a vital role in building public satisfaction, trust and confidence in the force. Recent successes include:

- Following months of hard work by CSO Ann Moore and a committed group of youngsters, the newly formed Malinslee Youth Centre opened its doors for the first time in October 2007. The project arose from concerns raised at local Partners and Communities Together (PACT) meeting that there was nowhere for young people to meet in Malinslee. Ann was appointed chairperson of a development committee, which involved a number of young people. In addition to being committee members, teenagers have named the club, been consulted on the activities that should be organised and helped secure a £4,500 grant from the Local Network Fund, a community foundation set up in Shropshire and Telford.

- The Cosford Air Show is a major public event requiring a high level of operational support and contingency planning. In response to the operational policing demand, the Information Management and Technology Department provided a high level of technology support which included air-to-ground tele-visual links to facilitate local management and control. Given the high-profile nature of the event and the criticality of the effective operation of the technology to public safety, department staff were in attendance on-site throughout the show to provide technical support and backup should problems have occurred. As a result of the detailed planning and work undertaken, the technology worked well on the day and provided effective support to the policing operation.

- Teenagers in Worcester have found a new and exciting hobby to keep them busy, thanks to the efforts of PC Tina Cowan, Local Policing Officer for Rainbow Hill. Alongside PC Wayne Hurley from the Gorse Hill team, Tina launched two dragon boat groups in 2007, crewed by more than forty 12-17 year olds. Youngsters who previously had nothing to do now have something positive and challenging to focus their energies on. Tina has donated countless hours of her spare time to the dragon boaters. She is now hoping to create a special youth section of the Worcester Dragon Boat Club, allowing even more youngsters to get involved and has raised £5,000 from the Local Network Fund to finance its development.

- During the weekend of 20-22 July 2007 there was considerable flooding throughout the West Mercia area that proved a huge challenge to the Constabulary. The Call Management staff were facing increased demand, the busiest period was between 1300 hours on Friday and 1300 hours on Saturday. During that time the Call Management Centre received 1,397 '999' calls from the public - compared with a daily average of 350. At the same time, there were 2,358 non-emergency calls - compared with an average of 800 - and 2,298 incidents recorded, compared with the average of 1,100. Despite the atrocious weather conditions some operators volunteered to come to work at whatever location they could make to support colleagues. Many operators worked extended shifts, gave up their breaks and came in on rest days, some then returning home to deal with their own flooded homes. This was a testimony to team spirit, dedication, resilience and perseverance. There were many inspiring accounts of individual and team actions from Police Staff, Police Officers and volunteers. Mid Worcestershire MP Peter Luff said: "No-one could have worked harder or made more effort - and no stone was left unturned - in attempts to minimise the consequences of this disastrous event on my constituents. Please pass on to all involved, my deep gratitude for the

extraordinary lengths to which they went at an exceptionally difficult time for the County.”

- In October 2007, the Call Management Centre answered a 999 call from a female who had come across a road traffic collision involving only one vehicle. A male pedestrian who had apparently witnessed the incident was behaving in a strange manner, and had told the caller that he'd seen the driver run off over nearby fields. The Call Taker spoke to the male directly, advising him that he was on a recorded line. The male then went to leave on a bus, and the call handler instructed the caller to keep him at the scene as a witness to the incident. Attending officers recognised the "pedestrian" as the vehicle owner, and he was arrested on suspicion of drink-driving. The Call Taker's questioning skills, determination and awareness meant that valuable police resources and time were not wasted searching for a "missing" driver, and subsequent stolen vehicle enquiries, and denied the driver the opportunity of avoiding detection.
- During the late evening of Friday 3/8/07 police responded to a road traffic collision at Blackstone Island, Bewdley, where the driver of a vehicle involved was seen by patrols to run from the scene. Officers pursued him on foot, but lost sight of him in the darkness and despite efforts to locate him, they were unable to do so. The police helicopter was requested and attended soon afterwards and began a search of the area. After only two minutes searching using the thermal image camera, the crew located the suspect hiding beneath a hedgerow approximately 400 yards from the scene. Patrols were directed to him and he was arrested for a drink driving offence. It is felt that had the helicopter not attended the driver may have evaded capture.
- Pete Franklin, Local Policing Officer for Meole Brace and Copthorne in Shrewsbury, has been doing a lot of work to help reduce anti-social behaviour in the town and improve relationships between young people and their communities. Pete secured a £3,000 grant from Shrewsbury Crime and Disorder Reduction Partnership (CDRP) to fund a youth inclusion project which aims to provide local youngsters with better ways to spend their free time, rather than just hanging around on the streets. Young people who are perceived to be causing problems are being invited to take part in sports and other activities in exchange for putting something back into the community such as helping out at local events or removing graffiti.
- The actions of CSO Paul Cowmeadow in Ross-on Wye have helped to reassure local residents that the force is serious about tackling anti-social behaviour. Paul initially responded to a report of anti-social behaviour which was occurring at an elderly gentleman's house. Although Paul offered immediate help, the man remained very agitated because he felt the police were not doing enough to help him. After leaving the address, Paul continued to think about other assistance he could provide. While the man had invested in CCTV it was not set up properly and he could not afford to buy video tapes to keep it running. Paul managed to source three tapes for him and helped him to set up his system so that it would be more effective. As a result of Paul's care, the gentleman has much greater confidence in the police.
- The efforts of CSO Lindon Lloyd in Oldington and Foley Park in Kidderminster are playing a significant role in tackling anti-social behaviour. Alongside other members of the local policing team, Lindon has set up a disco for the under 16s at Birchen Coppice School and is working with Foley Park Primary School to establish Wyre Forest's first youth PACT (Partners and Communities Together). Lindon has also been busy in other areas. Since April 2007, he has set a force record by

issuing 82 Section 59 warnings to nuisance mini moto and motorbike riders which has substantially reduced a problem regularly highlighted in PACT meetings. Lindon's work hasn't gone unnoticed. In 2007, he won the High Sheriff's Millennium Trophy at the force's Quality People awards and was put forward for the national Jane's Police Review awards.

Diversity

Embracing Diversity is one of our four key principles. In the baseline assessment carried out by HMIC in 2006 the force attained a "Good" and "Stable" grading. This represents the commitment the Constabulary demonstrates to diversity matters both internally to the force and externally with its communities.

West Mercia Constabulary and the Police Authority each have three Equality Schemes covering issues of Race, Disability and Gender. In addition we have three Independent Advisory Groups covering Race, Disability and Lesbian, Gay, Bisexual and Transgendered. These groups provide support and advice to the force on many areas of business from serious and organised crime investigations to policy and procedure.

West Mercia has a Diversity Team which is led by a Superintendent and has a Diversity Compliance and Equality Scheme Manager and four Diversity Advisors representing between them the six strands of diversity covering:- race, faith/religion, gender, sexual orientation, age and disability. In 2007 it employed an additional police officer post to manage the Gypsy and Traveller portfolio.

We recognise the need to celebrate and learn from people's differences and to maximise the potential contributions of all our staff. It is the responsibility of every member of staff to ensure that challenges to inappropriate behaviour are made, positive action is taken to ensure equality of opportunity and people are treated as individuals and accorded the respect they deserve. Every division and department has a diversity champion who, in the first instance, can provide guidance to staff within their area and ensure compliance with the strategy, equality schemes and action plans.

Diversity Impact Assessments are carried out on all policies, operational events and specific community concerns. These determine the policing strategy required to provide a proportionate and reasonable response to community needs.

[Click here](#) to view the Constabulary's Equality Schemes

[Click here](#) to view the Police Authority's Equality Schemes

This area of work will be monitored by the Police Authority's Inclusivity and Community Engagement Panel with regard to external issues and by the Police Authority's Human Resources Panel with regard to internal issues.

Collaborative working between West Mercia Constabulary and other forces

West Mercia Constabulary has established formal arrangements for collaborative working with the forces within the West Midlands Region, namely West Midlands Police, Staffordshire Police and Warwickshire Police. Examples include the Regional Asset Recovery Scheme – a multi agency approach to reducing crime through asset recovery and the Central Motorway Police Group - a full-regionalised policing service made up of 140 police officers and 29 support staff responsible for patrolling the motorways of the West Midlands, West Mercia and Staffordshire force areas.

We also collaborate on specifically identified areas with our other neighbouring forces that are not part of the region, for example response policing with Dyfed Powys.

We continually look for further opportunities to collaborate; in particular areas linked to Automatic Number Plate Recognition (ANPR) and Major Crime Investigation are being researched.

Protective Services

In late 2007, the force assessed its protective services against and within a national HMIC stocktake. As a result of this we have created a three-year plan to further develop and improve our capacity and capability to deliver protective services. This plan has also taken into account the HMIC baseline inspection of protective services, the regional stocktake and has been influenced by our own internal reviews conducted in 2007 into the areas of crime management and also major crime.

By adopting a strategy of reallocating existing resources to meet demand, we will be able to make any necessary improvements in high need areas. In light of this we are expanding our tactical intelligence capacity to provide 24-hour cover and support to officers.

The Force “stocktake” has informed regional meetings of Chief Constables and Chairs to Police Authorities in identifying and agreeing a collective approach to shared services where there is clear benefit to doing so in adding additional capacity and capability to our protective services

A corporate programme is being developed which will take forward the work within this plan, identify the resources required and provide detail on how the plan will be delivered. The plan will continue to be reviewed and refreshed on a quarterly basis.

What our communities have told us

We want all citizens to have a genuine say in how they are policed. By maintaining good relationships and a regular dialogue with our public, we will be able to provide a service that continually responds to their diverse and changing needs.

To view our Joint Community Engagement Strategy [click here](#)

In developing this plan we have taken into account the views of our communities through a variety of mechanisms including:

Crime and Safety Partnership Survey

The annual West Mercia Crime and Safety Partnership Survey was posted to 57,900 residents. Just under 11,500 people responded. In addition, a web-based young people's Crime and Safety Survey was carried out in 2007, involving people aged 10-15 years. The survey findings show that the following issues are perceived to be the biggest problem in respondents' neighbourhoods:

Adults (% agree is a problem)	Young People (% agree is a problem)
1. Speeding traffic (73%)	1. Groups loitering (75%)
2. Groups loitering (73%)	2. Vandalism / graffiti (68%)
3. Under-age drinking (70%)	3. Under-age drinking (67%)
4. Vandalism / graffiti (65%)	4. Drunk people causing problems (62%)
5. Rubbish / litter (63%)	5. People using drugs (61%)

When adult respondents were asked which issue needed to be addressed as a priority, the top five issues were as follows:

1. Speeding traffic (22%)
2. Vandalism / graffiti (20%)
3. Groups loitering (20%)
4. People dealing drugs (18%)
5. Under-age drinking (17%)

User Satisfaction Surveys

We also conduct telephone surveys with people who have been a victim of crime to seek their views about the quality of service provided. We use the information from the surveys to improve the quality of service we provide where it is shown to be necessary.

Partners and Communities Together (PACT)

To make our services more visible and accessible to communities we have established 145 local policing areas, each with its own dedicated team. To assist them in identifying and understanding local crime and safety issues, the teams use a range of consultation and engagement methods. Branded across the force as PACT – Partners and Communities Together – methods include meetings, surgeries, environmental visual audits, face-to-face surveys and consultation postcards. Further information about local policing teams in your area, including PACT meetings, can be found by accessing the local policing pages of the Constabulary's website www.westmercia.police.uk

Police/Community Consultative Groups

These groups met regularly in public across the force area throughout 2007. The issues identified were reported to Policing Boards and broadly reflected those identified by the Crime and Safety Survey.

Consultation Events

In developing the 2008/09 Policing Plan, we circulated the broad principles of the plan to partners, business and community representatives and invited individuals to attend either of two consultation events.

As an example, three of the issues raised at these events are reproduced below, together with an illustration of how they have been incorporated into the plan.

1. The need to support schemes helping people, in particular young people, to reduce re-offending.

Included within the priority "Working in partnership with all the criminal justice agencies involved, we will implement a more comprehensive approach to dealing with youth crime across the Criminal Justice System, from early intervention through to reducing re-offending."

2. Late night violence and disorder in our market towns on Friday and Saturday nights, specifically Bridgnorth and Oswestry, which have a culture of large numbers coming into the towns and heavy drinking. Request made for higher police visible presence after midnight in these towns on Friday and Saturday night.

Included within the existing priority - "Provide an effective response to incidents of anti social behaviour and disorder"

3. Problems of underage drinking fuelled by the availability of alcohol and lack of things for young people to do.

Included in the Better Outcome of Tackling Crime - "We will aim to reduce drug use and alcohol misuse, especially among young people"

Thank you

We are very grateful to people who take the time to respond to our requests for feedback. All of the information we collect is considered carefully throughout our planning process and has influenced the priorities within this plan.

West Mercia – Looking to the future

Our Ambition for West Mercia

West Mercia Constabulary and the Police Authority are fully committed to delivering safety and justice for the communities of Herefordshire, North Worcestershire, Shropshire, South Worcestershire and Telford & Wrekin. This strategy sets out the framework for the continued development of West Mercia Constabulary as one of the highest performing forces in the country. The strategy articulates our ambition for the force, building on our achievements and strengths while seeking to transform some key aspects of our service.

Our ambition has been developed through consultation with the communities of West Mercia and is jointly owned by the Constabulary and the Police Authority.

Our ambition is that West Mercia:

- will be an **efficient and high performing** force in the broadest sense
- will be **viewed positively** by its communities
- will have **highly skilled and appropriately trained staff**
- will have **staff who feel valued** for their particular contribution
- will have a **strong image** and be recognised and influential at a national level
- will **contribute operationally beyond its geographic boundaries**

What we intend to deliver – ‘The Four Better Outcomes’

The Four Better Outcomes describe our aims, policing objectives and what we intend to be delivered through effectively policing the communities of West Mercia. The outcomes focus on the four key areas of:

- **Tackling Crime**
- **Promoting Community Safety**
- **Improving Satisfaction and Confidence**
- **Protecting the Public**

Tackling Crime

West Mercia Constabulary is a comparatively low crime area and, working with partner agencies, we aim to reduce crime levels, improve the quality of our investigations and increase the number of offenders brought to justice. We will aim to reduce drug use and alcohol misuse, especially among young people and will seek to transfer the fear of crime from the victim to the criminal.

Priority goals and initiatives 2008 – 2011

- The public will continue to experience low levels of crime in West Mercia
- We will continue to focus on improving the quality of investigations, file preparation and the level of service provided to victims of crime
- Through focusing on prolific and other priority offenders we will seek to reduce levels of re-offending
- We will use an intelligence-led approach to continuously review our approach to prevention, enforcement and public reassurance
- We will work in partnership with the Crown Prosecution Service to present the best possible evidence in order to achieve successful outcomes for victims and witnesses
- Working in partnership with all the criminal justice agencies involved, we will implement a more comprehensive approach to dealing with youth crime across the Criminal Justice System, from early intervention through to reducing re-offending.

In 2008/09 we intend to:

- Continue to address crime levels, with a particular emphasis upon the most serious violence, including serious sexual offences, violence that causes injury and domestic abuse
- Continue to make progress on serious acquisitive crime (burglary, robbery, and vehicle crime), through a focus on the issues of greatest priority locally, with a particular emphasis upon burglary of people's homes and 'distraction' offences that target vulnerable victims
- Increase our effectiveness in depriving criminals access to the proceeds of their crime through ensuring a focus on asset recovery work and the use of Proceeds of Crime Act (POCA) legislation
- Continue implementation of the Professionalising the Investigation Process (PIP) programme to improve the investigative skills of all officers and staff
- Work with partner agencies in the criminal justice system to reduce re-offending through the improved management of offenders
- Build upon recent successes in pursuing simple, speedy, summary and efficient criminal justice processes in non-complex cases.

These goals and intentions will be monitored by the Police Authority's Force Performance Monitoring Panel

Promoting Community Safety

We will work with partner agencies and engage with the public in a range of ways in order to understand and help to address the issues most affecting the sense of well-being in communities. We will deal effectively with anti-social behaviour and will place a particular emphasis upon the needs and the safety and security of vulnerable people.

Priority goals and initiatives 2008 – 2011

- Established Local Policing Teams will be visible, accessible and will address those issues of greatest concern to local communities
- We will develop the Partners and Communities Together (PACT) approach to enable our partners and the public to work closely with us in identifying and dealing with local issues
- We will ensure that the powers and tactics available to tackle anti-social behaviour are used widely and wisely, in response to community needs.

In 2008/09 we intend to:

- Provide an effective response to incidents of anti-social behaviour and disorder
- Identify issues of concern (including those issues of concern to young people) at neighbourhood level and address them through Partners and Communities Together (PACT) processes and the active involvement of Local Policing Teams
- Work with our partners to reduce the impact of drug and alcohol misuse on community safety
- Play a part in the research and formulation of Local Area Agreements to ensure that community safety issues are given sufficient priority in local partnership planning
- Support those who are victims of domestic abuse with a positive response to a request for assistance, followed by the development of comprehensive care plans where appropriate, with a particular focus on reducing repeat victimisation
- Take an active lead in delivering nationally accredited domestic abuse training to front line staff and partners
- Improve the protection of vulnerable young people by participating in Local Safeguarding Children Boards.

The community satisfaction and partnership working goals and intentions will be monitored by the Authority's Inclusivity and Community Engagement Panel, all other goals and intentions will be monitored by the Police Authority's Force Performance Monitoring Panel

Improving Satisfaction and Confidence

Our aim is to deliver an overall service that is fair, equitable, sensitive to individual needs and generates high levels of public satisfaction. We recognise that public support is a critical component of effective policing and to this end we will ensure that communities are well informed about policing in their area. We intend to demonstrate that we care, can be trusted to deliver what we say we will and are committed to delivering a high quality service at all times.

Priority goals and initiatives 2008 – 2011

- We will use the results of public satisfaction surveys to identify and address the elements of our service that are most likely to lead to satisfaction or dissatisfaction
- We will make relevant information available to the public, targeting it towards specific groups and communities when necessary
- Working with our criminal justice partner agencies we will focus on the service we provide to victims and witnesses and will aim to improve their satisfaction levels and their confidence in the criminal justice system
- We will promote a strong image of West Mercia Constabulary through raising awareness of our style, values, people and successes
- We will demonstrate how local policing is addressing community priorities and providing a more responsive, accountable service
- We will ensure that any complaints and civil claims received from the public are actioned and dealt with and that necessary organisational and individual learning is actioned
- We will use local policing communications to raise public awareness and confidence and provide reassurance that action is being taken to address local issues of concern.

In 2008/09 we intend to:

- Act speedily upon feedback from our public satisfaction telephone surveys in seeking continuous improvement in service quality
- Improve victim and witness experiences of the Criminal Justice System through joint working with the Crown Prosecution Service, the Combined Courts Service and Victim and Witness Support Schemes
- Implement enhanced Customer Relationship Management processes to support telephone call-takers and other direct service delivery roles
- Further extend our “Speaks Quality” training and awareness programme in support of our Customer Service (CARE) principles
- Work with our partner agencies to build public confidence in the fairness and effectiveness of the Criminal Justice System

- Communicate our successes and undertake public awareness campaigns to provide reassurance to local communities and other key stakeholders
- Bring offences to justice in the most efficient, effective and proportionate way
- Provide enhanced levels of high quality public information concerning policing including a local policing summary, leaflets, posters and development of the Constabulary and Police Authority websites
- Implement the planned legislative changes concerning police disciplinary procedures scheduled for introduction in 2008
- Identify key learning points from both national and local complaints and misconduct incidents and ensure lessons are effectively fed back into operational policing
- Fully comply with the requirements of the Victims Code and keep people informed on the progress of their case
- Deliver what we say we will through an effective response to calls for assistance.

These goals and intentions will be monitored by the Police Authority's Inclusivity and Community Engagement, Human Resources Management and Force Performance Monitoring Panels

Protecting the Public

We will respond quickly and effectively to all serious and major incidents. We will continuously develop our capability to tackle serious and organised crime, major crime and counter-terrorism and will protect the public from sex offenders and dangerous offenders. We will contribute towards reducing the number of people killed or seriously injured in road traffic collisions.

Priority goals and initiatives 2008 – 2011

- We will continue to develop our specialist capability and intelligence assets to tackle serious and organised crime to reduce harm within neighbourhoods
- We will continue to work with our partners and communities to counter radicalisation and terrorism, enhancing our capacity and capability to support regional and national responses
- We will continue to focus on the protection of vulnerable people, including the management of sex offenders and other offenders who pose a risk to the public and by taking a positive approach towards dealing with domestic abuse, child abuse, hate crime and missing persons

- We will improve levels of co-ordination and joint working with our Regional and neighbouring Forces to ensure that criminals and others who seek to harm the public are unable to exploit Force boundaries to their advantage
- We will use intelligence, targeted patrols and technology to reduce criminality on the strategic roads network
- We will continue to work towards achieving or exceeding the Government's 2010 target to reduce the number of people killed or seriously injured on our roads.

In 2008/09 we intend to:

- Protect our communities and individual members of the public from serious harm
- Tackle organised crime groups and travelling criminals through a range of intelligence and evidence gathering techniques
- Disrupt the availability and supply of illegal drugs in our communities including, for example, through the use of drug premises closure orders
- Further develop our existing approaches to collaborative working with the Forces of the West Midlands Region to engender greater resilience and wider access to specialist resources, facilities and/or equipment
- Work in partnership with other agencies and forces both regionally and nationally to protect the public against terrorist attack and monitor and intervene in the illegal activities of extremists
- Test and evaluate our resilience by carrying out counter-terrorist and critical incident training and exercising, including with partner agencies
- Continue to drive up standards of investigation for rape offences, to maximise the evidential potential whilst providing reassurance and support to victims, in order to bring more offenders to justice and prevent further offences being committed
- Use Multi Agency Public Protection Arrangements (MAPPA) and existing legislation to actively manage sex offenders and other potentially dangerous offenders
- Develop a strategy to reduce repeat victimisation. This will include building upon and developing our Multi agency risk assessment conferences (MARAC) across the force
- Work with our partners to reduce road casualties by providing specialist roads policing and the use of targeted enforcement and education campaigns.

These goals and intentions will be monitored by the Police Authority's Force Performance Monitoring Panel

Organisational Management

As a public sector employer of approximately 4,600 staff, we recognise our responsibility to make best use of the resources available to us to deliver the most efficient, effective and high quality services we can. Within the area of Organisational Management we will critically examine the need for new and continuing investments, will ensure that the information we hold is relevant, accurate and readily accessible and will ensure that our staff are deployed in the right place at the right time with the right skills, supported by imaginative use of equipment and technology. We will systematically develop the experience and abilities of our staff and will plan for and anticipate future need.

Over the period of this strategy, the Constabulary will be working to minimise its environmental impact. We will be looking at our internal working practices to examine whether we can reduce our usage, reuse where possible and recycle any waste products.

We will ensure that any development we undertake will be sustainable development i.e. development that meets the needs of the present without compromising the needs of future generations to meet their own needs.

Priority goals and initiatives 2008 – 2011

- Officers and staff will only be employed in roles that are necessary and will be trained and equipped to deliver a quality service
- We will manage the Force's resources - including natural resources - wisely and with care in order to meet demand
- We will continue to invest in infrastructure and equipment to enhance front line service delivery
- Our information will be lawfully held, accurate, secure and well protected and will enable us to work more effectively
- We will provide value for money by seeking to continually improve our processes to ensure they work in the most efficient and effective ways possible
- We will strengthen our staff vetting procedures in order to uphold the highest ethical standards
- We will maintain a working environment that promotes equality of opportunity, eliminates unlawful discrimination and makes best use of the different perspectives and unique experiences of individual members of staff.

In 2008/09 we intend to:

- Ensure that all activity is focussed upon supporting service delivery in our communities
- Continue to improve systems and technology so that our staff have easy access to the information they need to perform their role proficiently

- Review internal meetings and bureaucracy in order to streamline systems and deliver efficiencies
- Review our processes to identify and improve work-place productivity
- Implement an efficiency plan to generate cash savings for re-investment in service delivery
- Undertake work to deliver the requirements of the national IMPACT programme to improve systematic access to and sharing of police-held information
- Continue to release police officers for operational duties
- Ensure we have sufficiently robust vetting procedures for the recruitment and selection of our staff
- Continue to build a skilled workforce that aims to reflect the differences within our increasingly diverse communities.
- Streamline our Human Resources, Duties Management and Training processes to improve the quality of the personnel-related information we hold and deliver efficiencies (Project Grapevine)
- Identify and spread good practice and lessons learned across the force area
- Undertake work to deliver the requirements of the national Management of Police Information programme to enhance the quality, reliability and security of police-held information
- Use effective supervision and audit to ensure that our staff understand the importance of information and have the knowledge and skills to use, manage and share it effectively and ethically
- Continue to enhance the quality of our estate, vehicle fleet and operational equipment in order to support the delivery of front-line and specialist services
- Continue our work towards providing a high quality “customer focussed” service at all points of contact.

These goals and intentions will be monitored by the Police Authority’s Strategic, Finance & Resources and Human Resources Panels

How we intend to deliver – ‘The Four Tracks of Policing’

We apply four styles to delivering policing:

- **Local Policing** - *providing every community with its own trained and accredited local policing team to work with residents and partner organisations to address local issues of concern and increase levels of reassurance in the community.*
- **Policing in Partnership** - *working with partner organisations at all levels to ensure that together we have the greatest impact on crime, criminality and quality of life issues possible. Working jointly with other forces and intelligence agencies to address cross-border, regional and national policing challenges.*
- **Responsive Policing** - *providing an effective 24hr service in order to respond appropriately to incidents and calls from the public. Delivering a professional service that takes into account the particular requirements of the individuals involved and recognises the specific needs of vulnerable groups including victims and witnesses.*
- **Intelligence-led Policing** - *using operational and business intelligence effectively in order to identify where and how to use our resources to achieve the maximum effect. This includes providing services to protect the public from harm e.g. from serious and organised criminality, illegal drugs supply and the threat of terrorism.*

What our successes will be built upon – ‘The Four Key Principles’

Our approach to achieving our ambition is built upon four key principles that underpin everything we do, set out our values and describe our ways of operating. The Four Key Principles are:

- **Performance Focus** - *we will ensure we are providing an efficient and effective service through constantly monitoring all aspects of our performance and seeking ways to improve our service delivery.*
- **Integrity** – *we will behave in an ethical, just and fair way both individually and collectively. We will ensure that our police officers and staff are honest, act with integrity and do not compromise or abuse their position.*
- **Embracing Diversity** – *we will appreciate people’s differences and their unique characteristics, both within our own staff and amongst the communities that we serve. Our police officers and staff will act with self-control and tolerance, treating members of the public and colleagues with respect and courtesy. We will provide high quality services that are appropriate and sensitive to individual needs.*
- **Quality People** – *we recognise that our people are the most important part of our organisation. We will provide them with the skills and knowledge to enable them to perform their roles to the best of their abilities. We will celebrate their successes and let them know that we value their particular contribution.*

Delivering our services locally

Much of our strategy is delivered through our five divisions and reflects local needs and priorities together with strong links with local partners. Divisions will continue to work closely with their partners to deliver joined up intelligence-led solutions to address local challenges and priorities, in order to maintain West Mercia as a secure and safe place to live and work. The divisional priorities under the “Four Better Outcomes” reflect and complement the key priorities identified in the partnership strategies relevant to their area.

Our divisional boundaries are aligned with local council boundaries and divisional staff and Police Authority representatives work closely with all partners within the respective local Crime and Disorder Reduction Partnerships (CDRPs).

During 2008 new Local Area Agreements (LAAs) are to be established within West Mercia. LAAs are three-year agreements, negotiated between Local Strategic Partnerships (LSPs) and central government which describe how local priorities will be met by delivering local solutions. There are four LSPs in West Mercia covering Herefordshire, Shropshire, Telford & Wrekin and Worcestershire. The Constabulary and Police Authority are committed to participating fully in the development of LAAs in order to ensure that we are able to contribute to LAAs and CDRP plans and to reflect any relevant shared priorities within our planning process.

The Chairs of the Divisional Policing Boards will continue to provide the essential links at divisional level between the Police Authority and the strategic partnerships. It is the role of the Policing Boards to monitor the performance of Divisions in relation to performance, community engagement and partnerships – in particular police actions within the LAAs.

The Police Authority

Whilst the Constabulary is responsible for operational matters the Police Authority is a separate organisation responsible for overseeing and securing the maintenance of an efficient and effective police service for the people of West Mercia. The 17 Police Authority members (9 Councillors, 3 Lay Justices and 5 Independents) are drawn from across the force area.

[Click here](#) for information about Police Authority members and staff.

Although as a Police Authority its members cannot interfere with day to day operational decisions they aim to consult upon and reflect public opinion on policing issues and, in discussion with the Chief Constable, are able to influence key policing issues and oversee complaints.

The Authority's main duties are to:

- Secure the maintenance of an efficient and effective police force in West Mercia.
- Hold the Chief Constable to account for the direction and control of the force.
- Set the annual budget and precept (collected through the council tax).
- Issue, in consultation with the Chief Constable, a single rolling policing plan each year for West Mercia, which takes into account the views of local communities in developing priorities and sets out policing objectives for the year and proposed arrangements for the three year period.
- Issue an annual report each year on the implementation of the previous year's policing plan.
- Ensure that there are satisfactory arrangements for consultation with local communities regarding the policing of their area and monitor the effectiveness of the arrangements.
- Administer an Independent Custody Visitors Scheme as an independent check on custody procedures so as to maintain the welfare of detainees at police stations.
- Monitor the way in which the police investigate complaints made by the public about police officers up to the rank of Chief Superintendent and to determine complaints against the chief police officers.
- Appoint the Chief Constable, Deputy Chief Constable and Assistant Chief Constables.
- Co-operate with the Constabulary, Crime and Disorder Reduction Partnerships and Local Strategic Partnerships, including contributing to the development and delivery of Local Area Agreements and of Community Safety Plans.
- Produce and distribute an annual policing summary to every household in West Mercia.

Meetings

The Police Authority meets in public four times a year and receives reports and recommendations on matters considered by its five standing panels and its five Divisional Policing Boards. Each Panel adopts an annual work programme which is continually refreshed.

Copies of agendas and reports, which are available in other formats, are available on the Authority's website www.westmerciapoliceauthority.gov.uk or from the Chief Executive, West Mercia Police Authority, PO Box 487, Shrewsbury, SY2 6WB.

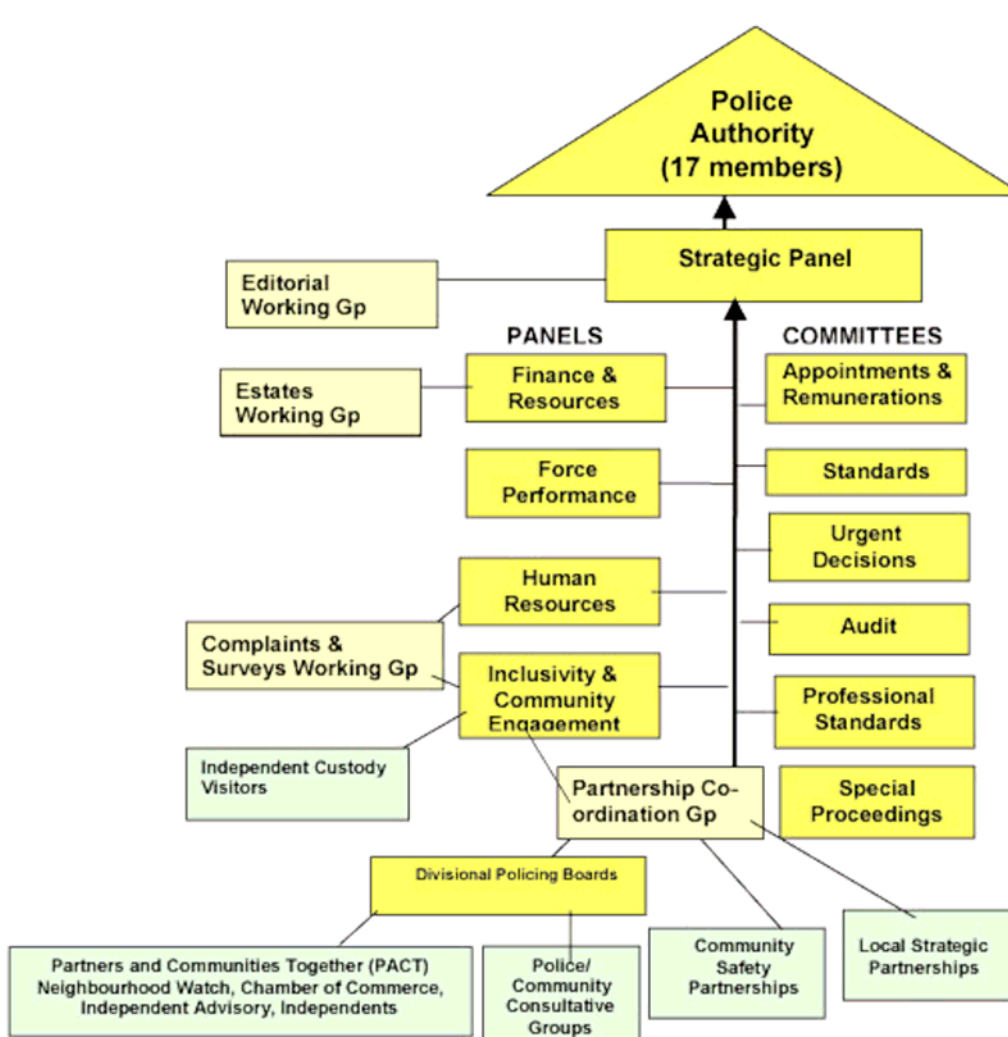
Website

The Authority's website www.westmerciapoliceauthority.gov.uk provides information and invites responses as part of our consultation exercises. It provides details of planned consultation and feedback on completed consultation exercises.

The website also enables users to contact individual members and/or the Police Authority in general.

Police Authority Structure

The Police Authority is an appointed, rather than a directly elected body although its membership draws heavily upon councillors from local authorities throughout the force area. It is for most purposes treated in law as a local authority. In addition to its statutory duties (e.g. appointing senior police officers and setting the police element of the Council Tax) it can call for reports from the Chief Constable on any aspect of policing and, in practice, monitors performance levels and any major investments. Members of the Police Authority are able to enter into dialogue with the Chief Constable and the Constabulary by personal contact and through the Authority's committee and panel structure as shown below.



The structure reflects the key areas of the Police Authority's work and is intended to enable the Authority to focus on its key tasks and responsibilities. The structure builds on four key panels together with an overseeing Strategic Panel.

Panels	Tasks and Responsibilities
Strategic Panel	Overseeing and directing the business of the Police Authority generally, including the approval of member appointments to panel vacancies, working groups and outside bodies
Force Performance Monitoring	Focussing on Force performance measurement and target setting issues
Inclusivity & Community Engagement	Focussing on outward facing responsibilities including partnerships, consultations, communications and customer focus issues
Finance and Resources	Monitoring the budget and dealing with other financial and capital programme issues
Human Resources Management	Considering Human Resources and Professional Standards issues

The panel structure is supplemented by five committees which meet as required to discharge specific delegated functions, for example: approval of the Audit Report and to deal with disciplinary issues as these arise. The Appointments and Remunerations Committee deals with senior police officer appointments.

In addition the Authority has four working groups:

- Editorial Working Group
This group comprises the Chairs of the Authority, Finance and Inclusivity and Community Engagement (ICE) Panels, the Vice Chair of the Authority and the Chief Constable. The Group is supported by officers from the force and Police Authority. It oversees the production of key planning documents i.e. the Policing Plan, Consultation Leaflet, Council Tax Leaflet, Annual Report and Local Policing Summary.
- Estates Working Group
The Estates Working Group consists of three members appointed by the Finance and Resources Panel. The group performs a monitoring role on the development of the property asset portfolio by appropriate site visits and attendance at project boards.
- Complaints and Survey Working Group
This group is made up of members nominated from the Human Resources Panel and the Inclusivity and Community Engagement (ICE) Panel, supported by officers from the force and Police Authority. The group receives reports on trends, issues and underlying causes in relation to complaints and surveys undertaken by the Constabulary, which enables detailed and informed scrutiny of complaint and survey issues. The group may report direct to any panel or to the Chief Constable as appropriate.

- Partnership Co-ordination Group

This group is made up of the Chairs of the five divisional Policing Boards, the Chair and Vice Chair of the Inclusivity and Community Engagement (ICE) Panel, the Chair of Force Performance Management Panel and the Assistant Chief Constable (Territorial Operations). The Group is supported by officers from the force and Police Authority and is tasked with the further development of the joint (Constabulary and Police Authority) Community Engagement Strategy and co-ordinating partnership working, in particular with regard to Local Area Agreements. The group provides regular progress reports to ICE Panel and Strategic Panel.

Future Community Engagement Arrangements

Given new statutory frameworks and local policing developments the Police Authority recognises the need to streamline engagement arrangements. The Authority intends to ensure that there will be the opportunity:

- for local people to meet their Divisional Commander and Local Policing Authority Members and have a say about policing within their Police Division;
- to improve community links with PACT, Policing, the Police Authority and local Community Safety Partnerships; and
- for obtaining the co-operation of the public in preventing crime.

Managing our resources

In order to achieve the level of service West Mercia seeks to achieve we have to manage our resources effectively.

Finances

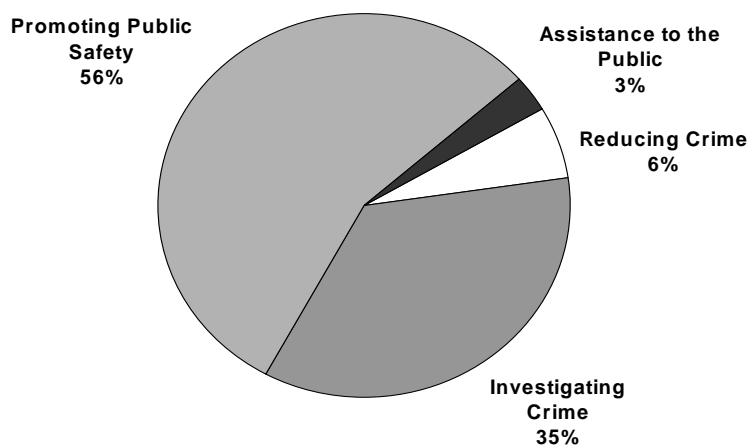
The planned budget for 2008/09 is £190.7 millions after use of reserves. This comprises:

	£m
Employee costs	179.5
Premises	7.3
Transport	6.0
Supplies and services	22.0
Capital financing	1.5
	216.3
Income	23.6
	192.7
Less use of reserves	2.0
	190.7

The budget is received from the following sources:

	£m
Government Grants	118.9
Council Tax	71.8
	190.7

The Chartered Institute of Public Finance and Accountancy has issued a Code of Practice for Best Value Accounting. This code serves to re-analyse the expenditure of the Police Authority to show the cost of a number of functional activities as follows:



This area of work will be monitored by the Police Authority's Finance & Resources Panel

Investment Programme

The investment programme for 2008/09 will allocate £18.9 million to priority areas. This will include:

- Improvements to custody facilities at Hereford, Ross-on-Wye, Telford and Redditch
- First steps towards new police stations for Bromsgrove, Market Drayton, Bewdley and Ironbridge
- A new force helicopter

This area of work will be monitored by the Police Authority's Finance & Resources Panel

Efficiency and Productivity Plan

West Mercia has a good track record of achieving efficiencies and since 1999 when the Home Office introduced a formal regime of recording, the force has complied with and exceeded the specified efficiency targets, with a cumulative total of £37 million efficiency savings identified and re-invested.

For the three years of Comprehensive Spending Review (CSR) period 2008 – 2011, police forces are expected to identify efficiency gains to a total of 9% of gross revenue expenditure. For West Mercia the amount required will be £19.5 million.

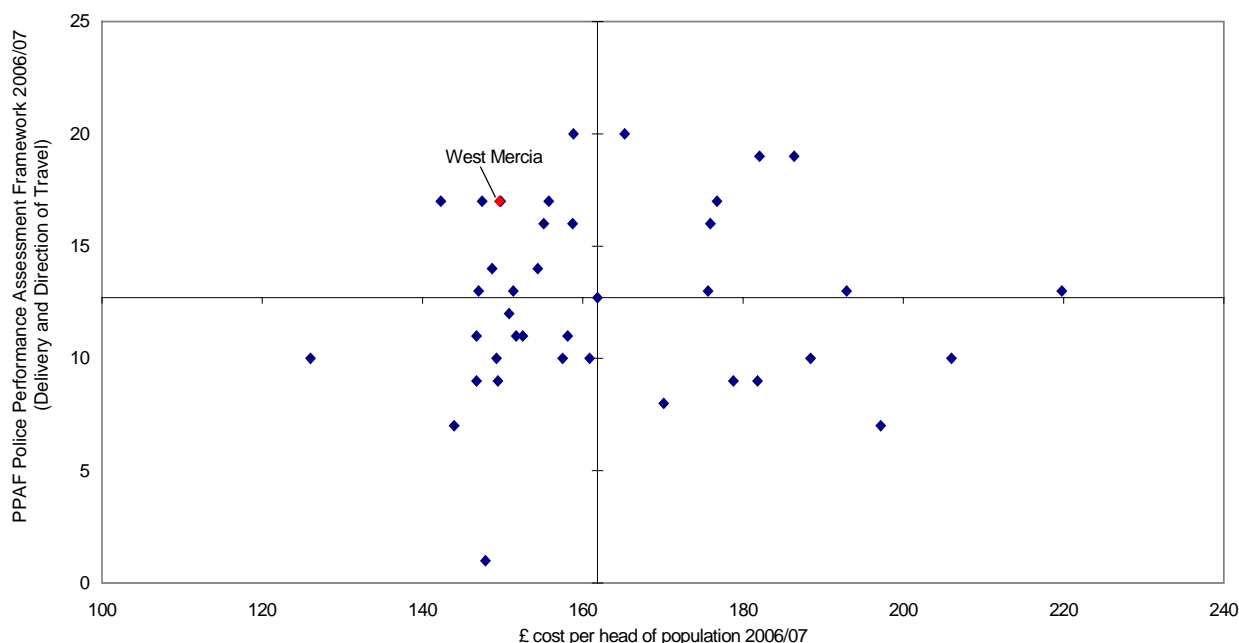
The surplus of efficiency gains from 2007 – 08 is estimated to be £5.75m leaving a further requirement of £13.75 million over the CSR period 2008 – 2011. The table below details by method of sourcing and by reference to the Four Better Outcomes the potential areas for efficiency savings of £7.4 million. The three year programme will be reviewed to monitor progress against these potential areas and a 3% efficiency gain will be established as an annual rolling target.

	Workforce Modernisation	Procurement	Process Improvement	Sustainability	Total
	£000	£000	£000	£000	£000
Tackling Crime	76	0	401	0	477
Promoting Community Safety	84	32	22	0	138
Improving Satisfaction & Confidence	0	0	180	0	180
Protecting the Public	810	0	360	0	1,170
Organisational Management	3,201	739	1,411	84	5,435
Total	4,171	771	2,374	84	7,400

The focus of the Home Office's Efficiency Planning regime is on productivity. The following performance / cost matrix illustrates that West Mercia is a value for money force since it delivers upper quartile performance on lower quartile resources.

Making the taxpayers' £ go further in West Mercia

Performance and Cost Matrix (all forces excluding London)



In accordance with Home Office guidelines the sources and reinvestment areas of efficiency initiatives will be subject to assessment by the [Key Performance Measures](#) listed in this document and the Statutory Performance Indicators listed at [Appendix 1](#).

Procurement Statement

The "Best Value and Planning Guidance for Police Authorities and Forces 2003" requires the inclusion of a statement on procurement to confirm that the Authority is abiding by guidance in relation to staffing matters.

The Authority's Standing Orders under Contracts provide for awarding contracts on a value for money basis and we use a standard approach to evaluation which takes account of both quality and whole life costs. Evaluation models are tailored to each exercise and tenders follow the Authority's Tendering Procedures.

For all major contracts that involve staff transfer, compliance with the 'Code of Practice on Workforce Matters in Police Authority Service Contracts' is part of the contract documentation. During 2007/08 there were no contracts awarded which involved the transfer of Police Authority staff.

This area of work will be monitored by the Police Authority's Finance & Resources Panel

Human Resources

The Human Resources (HR) Plan sets out our priorities to meet the requirements of the Annual Policing Plan. Key areas for improvement include:-

- Continue to focus on the well being of staff.
- Ensure the corporate application of HR procedures.
- Review our HR processes to streamline systems and improve productivity and efficiency.

This area of work will be monitored by the Police Authority's Human Resources Management Panel

The Association of Police Authorities (APA) has recommended that the following framework should be used to cover the core issues, which need to be addressed in an integrated plan. The key priorities for 2008/09 are set out below within the headings used in this framework: -

A Embracing Diversity

- A1 To further develop positive action initiatives to achieve a workforce representative of the communities we serve – particularly women police officers and black and minority ethnic police officers and staff, for whom our 2008/09 targets will be 27.5% and 2.0% respectively.
- A2 To continue our review of recruitment, retention and progression strategies to support the overall objective above with a particular emphasis on increasing the numbers of female Police Sergeants and Inspectors.
- A3 To develop the HR and employment aspects of our Equality Schemes including Gender Agenda 2.
- A4 To implement a mentoring scheme for officers and staff in under represented groups (subject to provision of funding).
- A5 To monitor and audit our employment data and address issues to achieve a workforce representative of all our communities.

B Recruitment

- B1 To recruit 120 student police officers and 40 transferee police officers and maintain a staffing level of 2500 police officers.
- B2 To fully implement the National Recruitment Standards for Community Support Officers supplemented by review of our local standards including medical and fitness.
- B3 To continue the phased transfer of our vetting and security clearance arrangement to the Force Vetting Unit to reduce the risks associated with the selection of officers and staff.
- B4 To review and simplify Integrated Competency Framework role profiles and our Performance and Development Review process.

Promotion

- B5 To meet our anticipated promotion requirements for police officers in 2008/09 viz. Up to 3 Superintending ranks, 3 to 5 Chief Inspectors, 10 to 14 Inspectors and 50 to 60 Sergeants.

Pay and Pensions

- B6 To review our job evaluation process.

C Retention

- C1 To identify staff groups where staff turnover exceeds 12.5% and identify any necessary remedial action.
- C2 To assess the reasons why individuals leave the organisation, provide feedback to managers and act on the information where appropriate and relevant.

Worklife Balance

- C3 To review and update the following policies and procedures:
- Worklife Balance
 - Part Time Working
 - Job Sharing

Employment Relations

- C4 To ensure effective staff consultation on all issues.

Good Employer

- C5 To commence completion of the Grapevine Project which over the next two years will review all of our HR business processes, upgrade our computerised Personnel Information System, integrate this with other relevant systems.
- C6 To maintain the standards identified for recognised national accreditation processes including Investors in People.
- C7 To review and consult on the following policies and procedures:
- Recruitment and Selection
 - Redundancy
 - Redeployment
 - Business Interests
 - Medical Retirement
- C8 To ensure corporate application of all our policies and procedures.
- C9 To consider opportunities for progressing Shared Services

D Development

Training and Development

D1. To monitor the delivery of the Annual Costed Training Plan.

Assessment

D2 To formally implement the Force Strategy assessment of performance against National Occupational Standards.

D3 To establish a system for recording attainment of competence.

D4 To establish a system for maintaining professional registers.

Setting Standards

D5 To establish a system that can identify and record current skills, required skills and associated skills gaps for our people.

Succession Planning / Career Planning

D6 To further develop routes for career progression (Workforce Modernisation/ Initial Police Learning & Development Programme Plus).

D7 To implement arrangements to ensure the identification of potential senior and key vacancies within the Force.

D8 To develop a Succession Planning Policy and Procedure.

E Health and Safety

Health Safety and Welfare

E1 To assist managers reduce the number of days lost through sickness to less than 9 days per annum for police officers and police staff.

E2 To implement the action plans arising from Phase One of the Health & Safety Executive (Corbiere) Stress Audits for all Divisions including progression of any identified Forcewide issues.

E3 To continue the programme of Health & Safety Executive (Corbiere) Stress Audits for all departments with completion before December 2008.

E4 To maintain the number of medical retirements at less than 12 per annum for police officers and less than 4 per annum for police staff.

E5 To review our Audiometric Testing Policy and Procedure.

E6 To implement Safety Audits.

E7 To enhance the provision of Health and Safety training for Managers.

E8 To monitor the working time of police officers and staff and take any necessary action to ensure compliance with the Working Time Directive.

E9 To implement pre appointment health checks and annual health checks for senior and key posts.

E10 To review fitness testing within the Force.

Note: *This HR Plan will be subject to ongoing review during 2008/09 in the light of any emerging issues or unanticipated priorities.*

STATISTICAL TABLES

1. STAFFING

Detail	Detail	2007 / 08	2008 / 09
Police Officers	Constables	1932	1917
	Sergeants	410	405
	Inspectors	118	116
	Chief Inspectors	31	32
	Superintendents	17	17
	Chief Superintendents	8	8
	Chief Officers	4	5
	All Officers (total)	2520	2500
Police Staff	All police staff (total)	2039	2002
Special Constables	Special Constables	300	300

2. OVERTIME

The targets for reduction in overtime were achieved in March 2006. No further targets or actions have been set.

3. POLICE OFFICER STRENGTH AND RECRUITMENT

In post during 2007 / 08						Recruitment Target 2008 / 09	
BME		White		Total		BME	Total
M	F	M	F	M	F		
29	7	1815	639	1844	646	50	2500

BME – Black and Minority Ethnic

4. ILL HEALTH RETIREMENTS

	2007/ 08	2008 / 09 Target
Police Officers	11	< 12
Police Staff	4	< 4

5. ABSENCE (Average Days Lost Per person Per Annum)

Number of equivalent days lost and average cost	2006/ 07	2007 /08	2008 / 09 Target
Police Officers	11.0	9.5	<9.0
Police Staff	9.3	9.0	<9.0

6. NUMBER OF STAFF IN THE HR DEPARTMENT INVOLVED IN ...

	2007 / 08		2008 / 09	
	Central HR departments	BCU/OCU HR functions	Central HR departments	BCU/OCU HR functions
Recruiting police Recruiting police staff	6.25	3.50	6.25	3.50
Occupational health, safety and welfare	11.00	2.00	12.00	2.00
Employee resourcing	11.75	3.75	11.75	3.75
Employee relations	0.50	2.00	2.00	2.00
Corporate support and planning	8.50	2.00	8.50	2.00
Training and development	140.6	4.00	154.10	4.00
Other	1.00	NIL	1.00	NIL
TOTAL	179.60	17.25	195.60	17.52

How we measure our performance

West Mercia has a range of measures to monitor performance. These are made up of Assessments of Policing and Community Safety (APACS) Indicators (set by the Home Office) and Performance Indicators (chosen by ourselves). Performance indicators are assessed on an ongoing basis and are reviewed formally at a monthly meeting of Chief Officers and Senior Managers.

Our primary Performance Indicators (PIs) for 2008/09 are:

Satisfaction and Confidence

Ref No.	Description	Target or method of monitoring
P1	User Satisfaction - Percentage Satisfied with Whole Experience	84% or higher Satisfaction
P2	User Satisfaction - Percentage Satisfied with Follow Up	70% or higher Satisfaction
P3	Confidence in Local Police	53% or higher Confidence
P4	Perception of Anti-social behaviour	To be monitored by Police Authority
P5	Perception of Local Drug Use / Drug Dealing	To be monitored by Police Authority

Promoting Community Safety

Ref No.	Description	Target or method of monitoring
P6	Anti-social Behaviour Management	To be monitored by Police Authority
P7	Assessment of PACT engagement activity including schools / youth activity	To be monitored by Police Authority
P8	Percentage of Local Policing Actions completed in target time	80% or above within target time

Tackling Crime

Ref No.	Description	Target or method of monitoring
P9	Domestic Burglary - Volumes	Less than 3,550 per annum. (This equates to less than 7.2 Burglaries per 1,000 households)
P10	Domestic Burglary - Sanction Detection Rate	21% or above
P11	Serious Violence Against the Person & Sexual Offences - Volumes	To be monitored by Police Authority
P12	Serious Violence Against the Person & Sexual Offences - Sanction Detection Rates	35% or above
P13	All Other Offences - Volumes	Less than 67,850 per annum. (This equates to less than 57.4 offences per 1,000 population)
P14	All Other Offences - Sanction Detection Rate	32.5% or above

Protecting the Public

Ref No.	Description	Target or method of monitoring
P15	Support National Counter Terrorist Activity by engaging in full range of national and regional terrorism policing activities	To be monitored by Police Authority
P16	Improve our 2007 performance and support the National Asset Recovery Strategy by maximising every opportunity to confiscate assets including cash derived from criminality	To be monitored by Police Authority
P17	Enhance our approach to the protection of vulnerable people by taking a positive approach towards dealing with domestic abuse, child abuse, hate crime and missing persons	To be monitored by Police Authority
P18	Under the Multi Agency Public Protection Arrangements (MAPPA), exchange appropriate information with partner agencies about dangerous offenders and manage the risk they pose	To be monitored by Police Authority
P19	Repeat Victimisation - Domestic Violence Offences	To be monitored by Police Authority
P20	Number of people killed or seriously injured in Road Traffic Collisions	800 or fewer. (Govt year 2010 target)

Other

Ref No.	Description	Target or method of monitoring
P21	Police Officer Sickness - Working Days Lost	9 days or less
P22	Police Staff Sickness - Working Days Lost	9 days or less

The Police Authority is regularly informed of force performance across a range of matters including the PIs set out above and the statutory performance measures set out in [Appendix 1](#). Members receive monthly monitoring reports and review performance in detail at scheduled Force Performance Monitoring Panel meetings. In addition members attend confidential performance management meetings conducted by the force's command team. Her Majesty's Inspectorate of Constabulary (HMIC) also conducts performance assessments which are reported to Police Authority members and published.

Attached at [Appendix 1](#) is a detailed breakdown of our statutory measures showing projected results for 2007/08. Our final results for 2007/08 will be published by 30 June 2008.

External assessments of our performance

Policing Performance Assessment Framework

The Policing Performance Assessment Framework (PPAF) incorporates performance outcomes relative to a range of statutory performance indicators together with qualitative information contained within Her Majesty's Inspectorate of Constabulary Inspection Reports (see below). It is monitored and published jointly by the Police and Crime Standards Directorate of the Home Office and Her Majesty's Inspectorate of Constabulary.

Police forces are all assessed in seven key performance areas: Tackling Crime; Serious Crime and Public Protection; Protecting Vulnerable People; Satisfaction & Fairness; Neighbourhood Policing; Resource and Efficiency and Local Priorities. Gradings are given in relation to levels of overall service, together - where comparison with the previous year's grading was possible, with an indication of "direction of travel".

The most recent PPAF assessment of West Mercia Constabulary (published in October 2007) was extremely good, with the following grades being awarded:

Performance Area	Delivery	Direction
Tackling Crime	Excellent	Stable
Serious Crime and Public Protection	Good	none stated
Protecting Vulnerable People	Good	none stated
Satisfaction & Fairness	Good	Improved
Neighbourhood Policing	Good	none stated
Resource and Efficiency	Good	Improved
Local Priorities	Good	none stated

The commentary included within the PPAF publication indicated that:

Significant progress has been achieved in Protecting Vulnerable People. Good practice is particularly evident in domestic violence, where both specialist and non-specialist officers have recently received training. The force also displays good practice in the investigation and management of missing persons, where there is clear accountability, ownership and priority given to such reports. The force continues to have excellent performance management arrangements, encompassing Level 2 activity and support departments as well as volume crime. Volume crime reduction has remained stable. Volume crime investigation has improved, with increases in offences brought to justice and sanction detections. User satisfaction has improved. A major achievement in 2006/07 was the investigation into the murder of two women in Shrewsbury; this was a major investigation involving search teams, forensic investigators, multimedia liaison, CCTV analysis and extensive use of the HOLMES capability. At the conclusion of the trial, both the QC and the judge commended the high standard of the investigation.

Her Majesty's Inspectorate of Constabulary Inspection of Neighbourhood Policing, Protecting Vulnerable People and Performance Management 2007

HMIC undertook an in-depth inspection of these three areas and their report was published in October 2007.

SUMMARY OF JUDGEMENTS	GRADE
NEIGHBOURHOOD POLICING	GOOD
PERFORMANCE MANAGEMENT	EXCELLENT
PROTECTING VULNERABLE PEOPLE	
• CHILD ABUSE	GOOD
• DOMESTIC VIOLENCE	GOOD
• PUBLIC PROTECTION	FAIR
• MISSING PERSONS	GOOD

These results again reflect the high performance of the Constabulary. With regard to Protecting Vulnerable People, in 2006 together with many other forces in England and Wales, the Constabulary's performance was assessed as "Poor". For 2007 individual grades were awarded for each category of Protecting Vulnerable People and the 2007 assessment reflects the commitment the Constabulary has made to improve its performance in those areas.

The inspection also identified a number of areas for improvement, which are now being addressed. The details of these are available on request.

Progress against audit and HMIC recommendations are monitored by the relevant Police Authority Panel via their annual work programme

Corporate Governance

Auditor's Report for 2006/07

In December each year the Police Authority's auditors, PriceWaterhouseCoopers, issue an audit letter to the Police Authority reporting on the previous year's financial position and management by the Authority. In summary, the audit letter for 2006/07 states:

- We issued an unqualified audit opinion on the Authority's 2006/07 financial statements on 28th September 2007
- We identified no material weaknesses in the Authority's accounting and internal control systems during our audit.
- We identified no matters of irregular expenditure or evidence of fraud or misconduct, or poor standards of financial integrity.

Police Use of Resources Evaluation (PURE)

The PURE framework assessed the arrangements of all police authorities in the following five areas:

THEME	SCORE	
FINANCIAL REPORTING	3	<i>Consistently above minimum requirements performing well</i>
FINANCIAL MANAGEMENT	3	<i>Consistently above minimum requirements performing well</i>
FINANCIAL STANDING	4	<i>Well above minimum requirements performing strongly</i>
INTERNAL CONTROL	3	<i>Consistently above minimum requirements performing well</i>
VALUE FOR MONEY	4	<i>Well above minimum requirements performing strongly</i>

West Mercia achieved an overall PURE score of 4, one of only seven police forces/authorities in the country to achieve this top rating.

Auditor's Report on the 2007/08 Performance Plan

The Authority's Best Value Performance Plan is audited by PriceWaterhouseCoopers to ensure it complies with statutory requirements in respect of the preparation and publication. In summary, their letter of December 2007 stated:

"We are pleased to note that we did not identify any matters of concern to include in our statutory report."

[Click here](#) to view the full audit letter

APPENDIX 1 – STATUTORY PERFORMANCE INDICATORS FOR 2007/08

Statutory Indicator		2006/07			2007/08
SPI	Description	National Average	Our Family Average	Our Result	Our Projected Result
User satisfaction					
1	a) making contact with the police;	89.6%	89.6% ± 0.5%	88.6% ± 1.4%	90.0% ± 1.6%*
	b) action taken by the police;	77.9%	75.9 % ± 0.5%	82.2% ± 1.2%	81.3% ± 1.4%*
	c) being kept informed of progress;	63.3%	62.0 % ± 0.6%	70.4% ± 1.5%	67.9% ± 1.7%*
	d) their treatment by staff;	90.1%	90.0 % ± 0.5%	90.1% ± 1.0%	91.0% ± 1.0%*
	e) The overall service provided.	80.3%	78.6 % ± 0.5%	82.1% ± 1.2%	82.6% ± 1.3%*
Confidence					
2	a) Using the British Crime Survey, the percentage of people who think their local police do a good job.	51%	50.4 % ± 1.5%	49.8% ± 4.4%	51.5% ± 4.2%*
Fairness, equality and diversity					
3	a) Satisfaction of victims of racist incidents with respect to the overall service provided.	73.8%		76.5% ± 11.2%	
	b) Comparison of satisfaction for white users and users from minority ethnic groups with respect to the overall service provided.	White: 80% VEM: 74.9%		White: 82.8% ± 3.8% VEM: 72.5% ± 8.4%	
	c) Percentage of PACE searches which lead to arrest by ethnicity of the person searched.	White: 11.8% VEM: 12.4%		White: 14% VEM: 12.4%	
	d) Comparison of sanction detection rates for violence against the person offences by ethnicity of the victim.	White: 41% VEM: 31.1%		White: 55% VEM: 55.8%	
	e) Proportion of police recruits from minority ethnic groups compared to the proportion of people from minority ethnic groups in the economically active population.	Recruits: 6.7% Population: 8%		Recruits: 1.4% Population: 2%	
	g) Percentage of female police officers compared to the overall force strength.	23.3%		24.4%	
Crime level					
4	a) Using the British Crime Survey, the risk of personal crime.	6.6%	6.1% ± 0.6	6.3% ± 1.5%	6.4% ± 1.7%*
	b) Using the British Crime Survey, the risk of household crime.	18.9%	16.9% ± 1.1%	15.6% ± 3.1%	15.2% ± 2.6%*
5	b) Violent crime rate	20.9		13.9	
	e) Life threatening crime and gun crime per 1,000 population.	0.52	0.3	0.3	0.3**

	f) Acquisitive crime per 1,000 population.	25.3		13.5	13.8***
Offences brought to justice					
6	b) Percentage of offences brought to justice.	26.5%	29.4%	34.9%	31.6%****
7	a) Percentage of notifiable offences resulting in a sanction detection.	25.7%		32.5%	
Enforcement					
8	a) Percentage of domestic violence incidents where an arrest was made related to the incident.	31.3%		27.9%	26.5%*****
	c) Value of cash forfeiture orders and confiscation orders per 1,000 population.	£1,887		754	£736,397**
Traffic					
9	a) Number of people killed or seriously injured in road traffic collisions per 100 million vehicle km travelled.	6.3		4.7	4.8**
Quality of life					
10	a) Using the British Crime Survey, fear of crime.	Burglary: 12.6% Car Crime: 13.2% Violent Crime: 17.1%	Burglary: 9.0% ± 2.7% Car Crime: 9.1% ± 0.9% Violent Crime: 12.2% ± 1.1%	Burglary: 8.4% ± 2.0% Car Crime: 8.1% ± 2.0% Violent Crime: 8.7% ± 2.7%	Burglary: 8.5% ± 2.0%* Car Crime: 10.5% ± 2.5%* Violent Crime: 9.6% ± 3.0%*
	b) Using the British Crime Survey, perceptions of anti-social behaviour.	17.5%	11.9% ± 1.3%	11.8% ± 3.6%	13.6% ± 4.5%*
	c) Using the British Crime Survey, perceptions of local drug use / drug dealing.	27.5%	22.6% ± 1.7%	24.7% ± 4.8%	23.9% ± 5.5%*
Frontline policing					
11	a) Percentage of police offer time spent on frontline duties.	64.2%		64.3%	
Resource use					
12	a) Delivery of cashable and non-cashable efficiency targets.	6.4%/3.4%		6.6% / 4.7%	
13	a) Percentage of working hours lost due to sickness for police officers.	3.9%		5.1%	
	b) Percentage of working hours lost due to sickness for police staff.	4.6%		4.5%	

All 'per 1000 rates use the mid-2005 population of 1,185,215

* iQuanta data for 12 months to September 07

** iQuanta data for 12 months to December 07

*** iQuanta data for 12 months to January 08

**** iQuanta data for 12 months to November 07

***** ADR data as at 31 December 07