

2007/08



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Three Year Strategic Plan & Annual Joint Policing Plan



West Mercia
Police Authority



**WEST MERCIA
CONSTABULARY**
TOGETHER - WORKING FOR SAFETY AND JUSTICE

Introduction

This Three Year Strategy and Joint Policing Plan defines the purpose, aims and priorities for policing in West Mercia Constabulary 2007 – 2010.

The Policing Plan for 2007/08 is incorporated, and gives particular emphasis to the outcomes and priorities for the forthcoming year in the local authority areas of Herefordshire, Shropshire, Telford & Wrekin and Worcestershire.

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

Foreword from the Chair of the Police Authority, Paul Deneen

I am very pleased to report that West Mercia Constabulary continues to be recognised as one of the best performing forces in the country.

In terms of data available on crime within West Mercia it is most encouraging to note that recorded crime has fallen consistently in the following key areas over the past three years:

- Total crime has been reduced by 20%, with 21,546 fewer victims.
- Domestic burglary has been reduced by 37% with 2,187 fewer victims.
- Violent crime has been reduced by 27% with 6,258 fewer victims
- Vehicle crime has been reduced by 20% with 2,382 fewer victims.

All of the above has been achieved as a result of the hard work, dedication and commitment of all of the police officers, police staff and volunteers who work for West Mercia Constabulary. I would like to take this opportunity of congratulating Paul West, the Chief Constable, and his team for these excellent achievements.

I would also like to thank all members of the Police Authority, the Director of the Police Authority, the Treasurer of the Police Authority and their respective teams for the work undertaken in order to ensure that West Mercia Constabulary continues to be a most efficient and effective police force.

In September 2006, we were delighted that Sir Ronnie Flanagan, HM Chief Inspector of Constabulary decided to make an official visit to the Constabulary. It was most pleasing to receive the following, which is extracted from his letter to the Police Authority:

“Every officer and member of police staff I met was a fine ambassador for West Mercia and for policing generally. I could not have been more impressed with their professionalism; their demeanour; their attitude and their passion about what they do so well. Such success can only be achieved with the support of a committed Police Authority to ensure full efficiency and effectiveness. It is very clear to me that West Mercia Constabulary is extremely well served in this regard”.

In 2006/07 in terms of improving policing, the Police Authority provided funding in order to increase police visibility and to strengthen the relationships with local communities. 145 Local Policing Teams have been set up throughout West Mercia and 100 additional Community Support Officers have been recruited to support this important initiative. The Police Authority also decided, on the advice of the Chief Constable, to create 95 new posts as part of a two-year plan to strengthen and develop the Constabulary’s ability to protect the public regarding serious crime investigation, counter terrorism and civil protection capabilities.

In developing our plans for 2007 and beyond we have taken into account national targets, local partnership commitments and what our communities have told us. In order to continue to develop a high quality service for the people of Herefordshire, Shropshire, Telford & Wrekin and Worcestershire we intend to build upon the force’s recent achievements and recognised strengths and to focus resources on the priority areas set out in this document.

I know that the Chief Constable and his teams will continue to strive to make our communities even safer to live in, work in and visit.



Paul Deneen JP
Chair, West Mercia Police Authority

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Foreword from the Chief Constable, Paul West

When I wrote the foreword to the Joint Policing Plan last year, a good degree of uncertainty prevailed as to whether West Mercia Constabulary would exist as a separate force beyond 2006. Since then, recent months have seen unprecedented levels of public debate about the future structures of policing in England and Wales, the general effectiveness of the Home Office and the increasing pressures upon the wider Criminal Justice System.

At both a local and national level, I am delighted that West Mercia Constabulary has emerged from recent times with a strong image. The Home Secretary's decision announced in July 2006 to withdraw his predecessor's proposals for enforced amalgamations of police forces throughout England and Wales has also given us a certain future. Furthermore, I am immensely proud that, despite the distractions of the last 12 months, we have continued to provide our communities with policing services of the very highest standards. Indeed, West Mercia has been consistently recognised as one of the top performing forces in England and Wales in recent years. Key to this success has been the implementation in successive years of the Force and Police Authority's 4000+ Strategy and Joint Policing Plans and our tradition of working in partnership with a wide range of agencies, whether public, private or voluntary sector, throughout the force area.

However, both I and the Police Authority realise that we must maintain our recent momentum in order to ensure that the policing services we provide in 2007 and beyond meet the needs and expectations of the many and varied communities in West Mercia in a rapidly changing world.

This document outlines how we intend to build upon our recent achievements and our recognised strengths and provides detailed information regarding our future plans. The next 12 months will see a number of strategic investments being made in additional staff to enhance our capacity and capability to respond effectively to major and critical incidents, serious and organised crime, terrorism and domestic extremism and cross border criminality. It will also see the completion of our recruitment programme of Community Support Officers to work in Local Policing Teams and the realisation of a number of new building projects aimed at improving the infrastructure of the force and increasing the availability of specialist facilities in key geographic locations.

I am delighted that West Mercia Constabulary continues to enjoy a reputation as an organisation that is committed to making a real difference to the quality of people's lives. Our past successes have been made possible by the dedication and enthusiasm of our highly skilled and trained staff and I would like to take this opportunity to thank them all for their professionalism and commitment. I would also like to place on record my appreciation of the support offered to me and to the wider Constabulary by Members and Officers of the West Mercia Police Authority, particularly during the last 18 months.

This Annual Policing Plan will enable us to focus upon our priority areas of tackling crime, promoting community safety, improving satisfaction and confidence and protecting the public. Achieving success in these key areas, whilst working closely with our many partner organisations, will ensure that we deliver on our aim of providing a first-class policing service to our communities throughout Herefordshire, Shropshire, Telford & Wrekin and Worcestershire into the future.



Paul West
Chief Constable, West Mercia Constabulary

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The National Policing Context

The National Community Safety Plan

In November 2005, for the first time, a number of Government departments published the National Community Safety Plan. The move to a cross-departmental plan recognises the very broadly based nature of successful community safety work.

Safer communities cannot be delivered by the police alone. In West Mercia we enjoy long established relationships with a wide range of partners and a history of successfully dealing with community issues together. Our implementation of local policing is also building on and strengthening these partnership arrangements and demonstrating encouraging results in dealing with the issues most important to the local communities of West Mercia.

Within the National Community Safety Plan, the Government's five key priorities for the police service are:

- Reduce overall crime in line with the national PSA* target to reduce crime by 15% and more in high crime areas, including by focussing on more serious violent crime, drug related crime and alcohol-related crime and disorder
- Enable people to feel safer in their communities by; embedding a dedicated, visible, responsive and accountable neighbourhood policing team in every area by April 2008; working in close collaboration with local government and other community safety partners; and reducing the public perception of anti-social behaviour
- Continue to bring offences to justice, in partnership with other criminal justice agencies in line with the Government's PSA* target through improved performance on sanction detections, especially in relation to more serious crime
- Strengthen public protection by increasing capacity and capability for dealing with widespread threats, and in particular by tackling serious and organised crime
- Protect the country from both terrorism and extremism.

There are twenty seven key actions for the police service included within these priorities. This strategy and plan demonstrates our commitment to achieving these priorities and the more local priorities of the communities we serve.

West Mercia, like all other police forces, has to comply with national initiatives and legislation. During 2006 the Government considered the implications of amalgamating police forces to create fewer, larger and more strategic structures. With considerable support from our communities we were instrumental in persuading the Government to reconsider their initial proposals. However, West Mercia still has a requirement to demonstrate that it can operate as a "Strategic Police Force". A key part of this is the requirement to provide enhanced protective services capability. Protective services relate to our ability to deal with cross-force border incidents and some of the most serious crimes, including those relating to terrorism.

In the financial year 2005-2006 the Police Authority chose to invest in enhancing the Constabulary's protective services resources and, with the aid of professional advice, made £2.9m available to support a two year programme to enhance capability, capacity and resilience in protective services delivery. The investment is being managed through a two year programme entitled 'Building Protective Services'.

** The Home Office Public Service Agreement sets out the priorities for the Home Office over each spending review period*

The West Mercia Context

The force employs approximately 4,400 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.

The Constabulary has 41 police stations (Home Office definition)* and uses or occupies a further 75 properties.

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

Area	7,428 square kilometres (2,868 square miles) - fourth largest police area in England and Wales
Population	1,185,215 (2.3% minority ethnic)
Dwellings	494,946
Roads	13,621 kilometres (8,464 miles)
Net Budget	£185.4 millions
Police Personnel: (as at March 2007)	
Police Officers	2520
Police Staff	1646
Special Constabulary	281
Community Support Officers	290
Number of miles travelled by police vehicles	11.4 million per year

* 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 Outcomes from our strategy An Even Better Place 2004 - 2007

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 “Good” in six out of seven performance categories – reducing crime, investigating crime, providing assistance, citizen focus, resource use and local policing. In the seventh, promoting safety, the force was rated as “Fair”.
- Recorded crime has fallen consistently over recent years. In the year ending March 2006, total recorded crime fell by 10% to 85,353 incidents, resulting in 9,703 fewer victims of crime.

Crime volumes	2003/04	2004/05	2005/06	Change 2005/06 Vs 2003/04
Total Recorded Crime	106,899	95,056	85,353	Down by 20%
Domestic Burglary	5,925	4,785	3,738	Down by 37%
Violent Crime	23,424	19,820	17,166	Down by 27%
Vehicle Crime	12,134	10,943	9,752	Down by 20%
Sanction Detection Rate	21.2%	26.6%	31.8%	Up by 50%

- 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 new Local Policing Teams have been introduced to work more closely with, and be better placed 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 sixth 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. 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:

- Thanks received from the mother of a suicide bomb victim in Egypt for the support provided by a South Worcestershire Family Liaison Officer
- Staff in Shropshire volunteering to work in a local hospice and undertake other community projects
- Alert staff locating a vulnerable adult, who may have been about to harm himself, through identifying the sound of the force helicopter on his mobile phone
- Crime Prevention Officers from Telford offering residents a free home security survey as part of a community safety initiative
- Headquarters CID staff helping to establish special Domestic Violence Courts in Worcestershire, which will lead to shorter trials and more successful prosecutions
- National recognition for the public consultation on diversity issues being carried out in North Worcestershire

What our communities have told us

The annual West Mercia Crime and Safety Partnership Survey was posted to 51,400 residents. Over 12,000 people responded. The survey findings show encouraging significant reductions in levels of worry about crime and also reductions in the rates of non-reporting of crime to the police. Specific results of the survey include the following:

- There was a reduction in the number of people who had experienced crime (down to 15% compared to 18% last year).
- There was a significant fall in the number of people worried about crime in the last 12 months in all volume crime categories – burglary, vandalism, damage to property and car theft.
- The issues listed most often in the top three priorities which the police should address first were

- Speeding traffic
- Groups hanging around in public places
- Vandalism, graffiti and deliberate damage to property
- People dealing drugs
- Burglary (residential or business)
- Respondents also reported that the lack of a regular visible police presence affected their view on whether the force was doing a good job.

These views were broadly reflected in the feedback received from the 18 Police/Community Consultative Groups which hold public meetings across West Mercia during the course of the year.

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| Police Authority Strategic Priorities | Our Ambition for West Mercia | What we intend to deliver – ‘ The Four Better Outcomes’ | How we intend to deliver – ‘The Four Tracks of Policing’ | What our successes will be built upon – ‘The Four Key Principles’ |

West Mercia – Looking to the future

Police Authority Strategic Priorities

West Mercia Police Authority has the remit to ensure an efficient and effective police service for the people of West Mercia. The following strategic priorities guide the approach of the Authority and are underpinned by the Authority’s work programme. West Mercia Police Authority is committed to:

- 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 average.
- 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.

This Joint Three Year Strategy and Joint Policing Plan sets out policing priorities for the next three years which the Chief Constable is committed to deliver.

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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 the 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

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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

Working with partners, we aim to reduce crime levels, increase detections and increase the number of offenders brought to justice. We will increase the enforcement of penalties, aim to reduce drug use, especially among young people, and to reduce the fear of crime in our communities.

Priority goals and initiatives

- Use an intelligence led approach to tackle and reduce crime and review our prevention, enforcement and reassurance priorities.
- Improve our performance at every stage of the crime investigation process to ensure that we provide the best available evidence in every case.
- Within the structure of West Mercia's Local Criminal Justice Board, work with our criminal justice partners to deliver nationally agreed targets for bringing offenders to justice.
- Work in partnership with the Crown Prosecution Service to achieve successful outcomes for all victims and witnesses.

In 2007/08 we intend to:

- Increase our successes in tackling crime and further reduce crime levels with particular emphasis on violent crime, drug related crime and alcohol related crime and disorder.
- Work with our partners in the Prolific and Other Priority Offender schemes to focus on and deal with persistent offenders who are responsible for a large proportion of our crime.
- Take action against those selling alcohol to children and people who are drunk through the targeted use of test purchase and licence reviews.
- Improve the frontline investigation skills of all officers and staff through the introduction of the Professionalising the Investigation Process programme (PIP).
- Maintain our position as one of the highest performing forces in relation to the proportion of offences which are detected and for which a sanction is applied through the criminal justice system.
- Seek opportunities to identify speedy outcomes for victims of crime and, where appropriate, consider the effective use of non-court sanctions.
- Ensure the quality and accuracy of information with initial emphasis on intelligence and crime.
- Undertake work to meet the requirements of the Management of Police Information (MoPI) national policies to enhance the quality, reliability and security of information.

Promoting Community Safety

We will work to understand the issues affecting communities, ensuring that we can be relied upon to protect vulnerable people and to deal with quality of life issues such as anti-social behaviour and minor criminality.

Priority goals and initiatives

- Establish fully staffed Local Policing Teams to provide dedicated and accountable resources to local communities.
- Further develop community engagement to enable individuals, communities and partners to work with us and take a greater role and responsibility in problem solving.
- Be accessible to our communities in order to build confidence and encourage public support in preventing crime and anti-social behaviour and bringing offenders to justice.
- Ensure the tactics and powers to tackle anti-social behaviour are used widely and wisely, in response to community needs.
- Enhance the provision of services to protect vulnerable people including taking a positive approach towards dealing with domestic violence, child abuse, hate crime and missing persons.

In 2007/08 we intend to:

- Focus on tackling local issues to reduce people's concerns about anti-social behaviour and disorder and other identified problems.
- Increase the number of Community Support Officers (CSO) to at least 270 to improve visibility and ensure that every community has a designated CSO.
- Implement the Partners And Communities Together (PACT) approach throughout the force area and develop new methods to help identify and address local issues of concern.
- Work with our partners and communities to reduce the impact of drug and alcohol misuse.
- Provide enhanced levels of high quality public information concerning policing including a local policing summary, leaflets, posters, business cards and the Internet.
- Undertake focussed communications and enforcement campaigns to increase public awareness of issues including domestic violence, alcohol-related crime and anti-social behaviour.
- Undertake joint problem solving training with partners to improve community engagement and resolve issues.
- Establish protocols with partners to enable the sharing of relevant information within a properly managed process.
- Help and support people suffering domestic violence by taking an active lead within Multi Agency Risk Assessment Conferences (MARAC), and by delivering nationally designed domestic violence training to front line staff and partners.
- Participate in local Safeguarding Children Boards to improve safeguarding and welfare arrangements for young people.

Improving Satisfaction and Confidence

We are determined to deliver an overall service that is fair, equitable, sensitive to individual needs and generates high levels of public

satisfaction. We will ensure that, as a consequence, communities believe that their police are doing a good job and public confidence increases.

Priority goals and Initiatives

- Build on the core standards set out in the National Quality of Service Commitment* and continue to improve our service delivery.
- Focus on the service we provide to victims of crime, including keeping them informed of developments in their case, and monitor compliance with the Victims' Code.
- In conjunction with West Mercia Police Authority, develop community engagement activities focussed on building trust and confidence.
- Maintain a programme of work to ensure the effective, efficient and secure management of police information.
- Act upon lessons learned from complaints and misconduct matters in a positive way.
- Respond effectively to the planned national changes in professional standards and discipline procedures.

In 2007/08 we intend to:

- Implement enhanced Customer Relationship Management processes to support call takers and other direct service delivery roles.
- Deliver a new Communications Centre in the north of the force area that will provide enhanced facilities and help us to improve our service to telephone callers.
- Further implement the "Speaks Quality" training and awareness programme to improve customer focussed behaviours and support the application of our Customer Service principles (CARE).
- Develop our force internet site to enhance communications with the public.
- Implement telephone based satisfaction surveys for victims of crime to enhance the quality of information received and support continuous improvement in service delivery.
- Maintain focus on the satisfaction levels of victims of crime and trends in public complaints and related issues through regular review by the force and the Police Authority.
- Undertake work to deliver the requirements of the national IMPACT programme to improve access to and sharing of police information.
- Identify key learning points from both national and local complaints and misconduct incidents and ensure that lessons are effectively fed back into operational policing.
- Prepare the force to implement the principles of the Taylor Review of police disciplinary procedures, in anticipation of new national arrangements in 2008.

** The National Quality of Service Commitment sets out customer service standards for all police forces. They describe the level of service expected whenever the public have contact with the police.*

Protecting the Public

We will respond quickly and effectively to all serious and major incidents. We will enhance our counter terrorism capability and improve our use of intelligence to support operations against serious and organised criminality. We will contribute towards reducing the number of people killed or seriously injured in road traffic collisions.

Priority goals and Initiatives

- Engage in the full range of counter terrorism policing activities and support regional and national counter-terrorism operations.
- Increase our capability and capacity to deliver protective services to the public.
- Engage with other forces to explore new opportunities for joint working.
- Support the implementation of our Roads Policing Strategy by aiming to deny criminals the use of our roads.
- Work with partner agencies and other forces to combat serious and organised crime.
- Enhance our approach to the protection of vulnerable people, including improving our arrangements for the management of sex offenders and other offenders who pose a risk to the public.
- 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 2007/08 we intend to

- Complete the £2.9 million investment programme commenced by West Mercia Police Authority in 2006/07 to enhance our capability and capacity to deliver protective services.
- Further develop our capacity to target drug dealers to reduce the availability and supply of illegal drugs in our communities.
- Increase our capability to tackle cross border crime through increasing the size of our Serious and Organised Crime Unit and the expansion of our surveillance capacity.
- Invest in high quality facilities and equipment to provide the best possible operating environment for our specialist staff dealing with major investigations and serious and organised criminality.
- Ensure our information is properly protected by managing and using it in line with national guidelines
- Use dedicated resources to monitor and tackle the illegal activities of extremists.
- Enhance our capability in dealing with critical incidents and meet national Chemical, Biological, Radiological and Nuclear (CBRN) requirements.
- Strengthen border security through port checks at airfields within the force area and regularly examine iconic and vulnerable sites.
- Evaluate our resilience by carrying out counter terrorism and critical incident training and exercising.
- Through increased investment, enhance our capability and capacity in managing sex offenders and potentially dangerous offenders.
- Under the Multi Agency Public Protection Arrangements (MAPPA), exchange appropriate information with partner agencies about

dangerous offenders and manage the risk they pose.

- Work with our partners to reduce road casualties by providing specialist roads policing and by implementing targeted enforcement and education campaigns.

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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.

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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. We will provide high quality services that are appropriate and sensitive to individual needs. Our police officers and staff will act with self-control and tolerance, treating members of the public and colleagues with respect and courtesy.
- 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.

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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. Our divisional boundaries are aligned with local council boundaries and divisional staff work closely with all partners within the respective local Community Safety Partnerships (CSPs). The Police Authority, as a statutory partner, has a representative on each of the CSPs and is also represented on each of the four county or unitary Local Strategic Partnerships.

The divisional priorities under the “Four Better Outcomes” reflect and complement the key priorities identified in the CSP strategies and the Local Strategic Partnership strategies relevant to their area. In order to maintain West Mercia as a secure and safe place to live and work, divisions will work closely with their partners to deliver joined up intelligence-led solutions to address the challenges and priorities.

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Divisional Policing Plan 2007/8 – Herefordshire



I am delighted once more to be planning for the year ahead building on the policing strengths in Herefordshire - combining effective response, investigation and community policing. None of this is possible without the support of the community and the close involvement with partner agencies. We wholeheartedly support and seek to engage with the Herefordshire Partnership, the Herefordshire Community Safety and Drugs Partnership and many excellent local initiatives and organisations. I am confident that, with this support, and relying upon the continuing commitment and professionalism of staff and officers across Herefordshire Division, we can rise to meet the many challenges ahead.

Mark Turner, Chief Superintendent



The Herefordshire Community Policing Board is composed of many county organisations and it represents the community with ages from cradle to elderly. We meet regularly and it is the people of Herefordshire we work for. The board is held in high regard by partners and it implements the Policing Plan with compassion and commitment.

Bernard Hunt, Chair of Community Policing Board

The Herefordshire Partnership

The Herefordshire Partnership is a non-statutory, voluntary partnership that consists of representation from key local and regional organisations. Through joint working, they are committed to focussing their efforts on those things that are important to people who live in, work in and visit the county. The aspirations for the county and how they might be achieved are set out in the Community Strategy for Herefordshire, divided into four key service areas, (1) Children and Young People, (2) Economic Development and Enterprise, (3) Healthier Communities and Older People, and (4) Safer and Stronger Communities.

Local Area Agreement

Herefordshire is now one of a number of local areas across the country with a Local Area Agreement (LAA) which sets out the priorities for improving the quality of life of local people by delivering improvements to local services. The current LAA started in April 2006 and runs until March 2009. The LAA strengthens and complements the Community Strategy by drawing its outcomes and indicators from that strategy. Duplication is avoided through agreement that the Herefordshire Partnership Board is also the LAA Board. This Divisional Policing Plan largely summarises how the police will contribute to delivering its contribution, specifically around the key service area of Safer and Stronger Communities, by tackling crime, promoting community safety, working to improve satisfaction and confidence, and by protecting the public.

Community Safety and Drugs Partnership

The Herefordshire Community Safety and Drugs Partnership (HCSDP) is a statutory multi-agency partnership, and a key group within the wider Herefordshire Partnership, working to contribute particularly to the Safer and Stronger Communities area of the Community Strategy by ensuring that the various initiatives are co-ordinated. The current HCSDP strategy runs until 2008 and aims to build upon the valuable work that has taken place over a number of years. Whilst Herefordshire continues to be low crime area, and a safe place in which to live, work and visit, there are always challenges to be met. The Partnership aims to secure sustainable reductions in crime and the fear of crime in local communities, focusing on education, prevention and enforcement. The focus remains on providing people in Herefordshire with tangible improvements to their quality of life.

For further details of the Herefordshire Partnership click on www.herefordshirepartnership.com

Tackling Crime	Improving Satisfaction and Confidence

<p>Police Priorities</p> <ul style="list-style-type: none"> • Utilise the National Intelligence Model to good effect in order to direct response to crime problems in local communities • Reduce crime by targeting those who offend most • Tackle all areas of drug related crime, in particular those who supply drugs. • When appropriate use pre-court sanction detection disposals to ensure a quick response to community concerns • Provide all officers with the skills to ensure thorough investigations in every case 	<p>Police Priorities</p> <ul style="list-style-type: none"> • Implement a response to address key problems making full use of Local Policing Teams (Local Police Officers/ Community Support Officers/Special Constables). • Maintain an appropriate 24 hour, 7 days a week response to all areas of the county. • Provide a citizen focused service to the public of Herefordshire by improving information provided to witnesses and victims about the progress of their case. • Aim to improve customer satisfaction.
<p>Crime and Disorder Reduction Partnership Priorities</p> <ul style="list-style-type: none"> • Work with our partners across the county in particular HCSDP to further deliver reductions in crime. • Robustly support victims of domestic violence through enforcement, and with out partner agencies improve education and prevention. 	
<p>Promoting Community Safety</p>	<p>Protecting the Public</p>
<p>Police Priorities</p> <ul style="list-style-type: none"> • Continue our commitment to Local Policing by providing a consistent presence of dedicated local police teams who are visible, accessible and known to the community, and to achieve roll out of the policing programme by December 2007. • Implement strategies to ensure that migrant workers are effectively integrated in the community in Herefordshire • Make effective use of volunteers from the community who can participate in delivering policing services and contribute to safety in the communities, building trust and confidence, encouraging an open and honest exchange of information. • Support victims of hate crime and bring offenders to justice in accordance with victims' wishes 	<p>Police Priorities</p> <ul style="list-style-type: none"> • Target illegal activities of extremists focusing on those who would seek to intimidate those involved in legitimate animal research and testing and ancillary services. • Use technology and intelligence to tackle those criminals who use the roads of Herefordshire.
<p>Crime and Disorder Reduction Partnership Priorities</p> <ul style="list-style-type: none"> • Develop the way we engage with communities to listen and deal positively with their concerns / issues through the Partners and Communities together (PACT) process. • Work with partner agencies to ensure the safe enjoyment of Herefordshire night time economy to all • Seek to prevent crime, disorder and anti-social behaviour caused by alcohol misuse by working with partners to help support proactive approaches and early interventions 	<p>Crime and Disorder Reduction Partnership Priorities</p> <ul style="list-style-type: none"> • Continue to work with our partners to reduce serious injuries on Herefordshire's roads deploying divisional, force and other resources appropriately • Work with force and partner agencies to pursue road safety enforcement and education • Maintain the safety of our community by working with partners to support high-risk victims of domestic violence and to effectively manage the risk presented by potentially dangerous offenders.

Divisional Policing Plan 2007/8 – North Worcestershire

2006/07 was an extremely successful year, during which the division continued to deliver strong performance for our communities. Recorded crime continued to fall, the fear of crime showed a sharp reduction and our performance in respect of bringing offenders to justice was impressive.

As the Constabulary's Pathfinder division for Local Policing, we have introduced Partners and Communities Together (PACT) meetings across the division. PACT meetings allow local communities to identify the priorities that they want actioning in their neighbourhood. We have also set up 30 dedicated local policing teams comprising of Local Policing Officers and Community Support Officers. Over a third of the Police Forces in England and Wales have visited the division to see how we have delivered such outstanding performance for our communities.



We will build on these successes in 2007/08 as we work with our Local Strategic Partners and Community Safety Partnership to make North Worcestershire an even safer and better place. I am confident that 2007/08 will be an even more exciting and challenging year than our highly successful 2006/07.

Mark Howard, Chief Superintendent



West Mercia Constabulary, and North Worcestershire Division in particular enjoys a very productive relationship with the Police Authority. North Worcestershire continues its thrust for policing excellence based on striving to meet the needs and demands of the communities it serves.

Cllr John Campion, Chairman, North Worcestershire Community Policing Board

Crime and Disorder Reduction Partnership

There are three Crime and Disorder Reduction Partnerships within North Worcestershire Division, covering Bromsgrove, Redditch and Wyre Forest. These partnerships bring together existing work to reduce crime and improve community safety, and act as the formal bodies to meet the requirements of the Crime & Disorder Act 1998.

During 2004/05, each partnership conducted crime and safety audits in their area. From this they produced Community Safety Strategies covering the period 2005 to 2008. The Divisional Policing Plan reflects the priorities of North Worcestershire Police and its partners, and highlights how the partnerships will work with the communities of North Worcestershire.

Local Area Agreement (LAA)

The Worcestershire LAA is a three year agreement that sets out the priorities for Worcestershire, and is managed by the Worcestershire Strategic Partnership. The agreement has six themes:

- Communities that are safe and feel safe
- A better environment for today and tomorrow
- Economic success that is shared by all
- Improved health and well-being
- Meeting the needs of children and young people
- Stronger communities

North Worcestershire Division works with its partners to resolve issues identified by the communities of Worcestershire.

Tackling Crime

Improving Satisfaction and Confidence

<p>Police Priorities</p> <ul style="list-style-type: none"> • Seek to improve our performance at every stage of the crime investigation process to ensure that we provide the best available evidence in every case. • Actively engage our partner agencies in the criminal justice system in order to ensure that more offences lead to an appropriate sanction, and more offenders are brought to justice. • Work with our CDRP partners and play a lead role in catching and convicting prolific and priority offenders. • Target Class A drug dealers with specialist and expert responses. • Focus on the persistent offenders who are responsible for much of our crime. • Maximise every opportunity to reduce crime. • Support partners such as Victim Support in their efforts to encourage victims to come forward. • Use stop/search powers to greater effect. 	<p>Police Priorities</p> <ul style="list-style-type: none"> • Continue to work with our Diversity Steering Group to ensure we continue to build trust and confidence with minority communities and vulnerable groups across North Worcestershire. • Improve the service offered to victims and witnesses of crime. • Deal expeditiously and professionally with complaints about our services or staff conduct. • Promptly get news to the public to bolster community confidence and also develop new ways of doing this eg Police Portal • Continue to develop our understanding of 'citizen focus' for North Worcestershire. • Target the deployment of Community Support Officers and the Special Constabulary to reassure the public. • Improve our services in response to feedback from customer surveys.
<p>Joint CDRP/LAA Priorities</p> <ul style="list-style-type: none"> • Continue to work with partner agencies to reduce overall crime levels by 2008 (from 1st April 2005 - 31st March 2008), with particular emphasis on violent crime (specifically domestic violence), burglary, vehicle crime, criminal damage and theft. • Work with all agencies to maximise the positive impact of the five Crime and Disorder Reduction Partnerships and other countywide partnerships such as the Safer Worcestershire Partnership in reducing crime and improving community safety. • Target our most prolific offenders. 	<p>Joint CDRP/LAA Priorities</p> <ul style="list-style-type: none"> • Work with partners to increase, in hotspot areas, the percentage of residents and young people surveyed who say they feel 'fairly safe' or 'very safe' during the day and after dark within their local area. • Work with partners to increase community involvement in community safety • Promote the use of Watch Schemes
<p>Promoting Community Safety</p>	<p>Protecting the Public</p>
<p>Police Priorities</p> <ul style="list-style-type: none"> • Further develop our successful Partners and Communities Together meetings across the Division • Extend our network of local community based police offices. • Target areas of anti social behaviour through the deployment of Police Officers, Community Support Officers (CSOs), Neighbourhood Wardens and the Special Constabulary using all available legislative provisions. • Continue to provide specialist support in tackling crime in the areas of public protection including hate crime and domestic violence. • Encourage active citizenship in our communities by maintaining our commitment to the support and development of Neighbourhood Watch and other Safety Schemes eg Young Citizen awards. • Undertake co-ordinated and well-publicised enforcement campaigns in order to target alcohol related crime and disorder. • Work with our CDRPs, including the Crown Prosecution Service, to target repeat anti social behaviour, making use of a wide range of potential responses including Anti Social Behaviour Orders (both civil and post conviction), Acceptable Behaviour Contracts, Dispersal Orders, Fixed Penalty Notices and other new powers under the Anti Social Behaviour Act 2003. • Target hotspots and repeat incidents. 	<p>Police Priorities</p> <ul style="list-style-type: none"> • Continue to give high priority to the investigation of major, serious and organised crime, and, together with our communities, effectively manage critical incidents. • Continue working in partnership with other agencies and emergency services to develop and improve our joint responses to local events and incidents. • Continue to work with our partners to manage potentially dangerous offenders. • Utilise Automatic Number Plate Recognition (ANPR) technology to deny criminals the use of the roads • Work in partnership with Safety Camera Partnership in reducing the number of casualties and collisions at problem hot spot sites. • Continue to investigate fatal and serious road traffic collisions to the highest standard, providing high quality family liaison and support. • The Divisional Traffic Management Officer will work with our partners across North Worcestershire, including the Highways Authorities to introduce casualty reduction initiatives at identified sites. We will lobby for engineering solutions where appropriate

- Develop further communication strategies eg Police Portal
- Work with our partners to ensure the safety of the schools in our area.
- Work with our CDRPs, local authorities and licensees to actively manage the impact of the Licensing Act 2003 and minimise the risk of anti-social behaviour and disorder resulting from excessive alcohol.
- Continue to work to protect vulnerable children and young people.
- Continue to work to protect victims of domestic violence and bring offenders to justice.

Joint CDRP/ LAA Priorities

- Work with partners to develop a co-ordinated, multi-agency approach to tackling anti-social behaviour in North Worcestershire

Joint CDRP/ LAA Priorities

- Maintain the Division's ability to respond to, and investigate serious road traffic collisions, linking in with our reassurance action plan to provide increased community reassurance and satisfaction
- Seek to improve driver behaviour through education and enforcement, focussing on factors related to the cause of accidents :
 - Poor driving standards, particularly by young or inexperienced drivers
 - Use of mobile phones whilst driving
 - Failing to wear seatbelts
 - Driving at excess speed
 - Drink driving

Divisional Policing Plan 2007/8 - Shropshire Division



I am pleased to be able to report that during last year crime fell again in Shropshire by a further 4%. This is continuing good news but it does not mean that we will be complacent in the year ahead. In the coming year we will continue to work with our partners in the community to reduce all crime and further improve the sanctioned detection rates. Last year we received over 500 'thank you' notes from members of the community and we will be aiming to further improve public satisfaction in the coming year. This divisional policing plan sets out many of the areas we will be working on to help make Shropshire an even safer place.

Guy Rutter, Chief Superintendent



This past year has been challenging, but working together, the use of technology and clear strategic thinking has seen a continued reduction in crime, improved sanction detection rates and the launching of several Police and Communities Together action groups. The 2007/2008 Policing Plan is ambitious and promising for Shropshire and worthy of study.

Miles Kenny, Chair of the Community Policing Board

Safer Shropshire Partnership

The Safer Shropshire Partnership continues to co-ordinate the five CDRPs across the county. Through working together the partnership aims to achieve a 14% reduction in BCS crime by April 2008 as well as tackling the fear of crime and anti social behaviour within our county towns. The main focus for the next three years is to ensure that initiatives are linked together and provide people in Shropshire with tangible improvements to their quality of life. As one of the key groups, the Safer Shropshire Partnership has an emphasis on focussing on priorities, targeting offenders, hotspot locations and victims. By working together with other individuals, organisations and agencies within the county, the Safer Shropshire Partnership forms a key element in focussing on those things that are important to people who live, work and visit the county and, more importantly, doing something about them.

Local Area Agreement

Shropshire is currently working on a Local Area Agreement (LAA) and is one of a small number of authorities with the "single pot" approach, which involves pooling different funding streams. Negotiations led to implementation in April 2006.

In effect, the LAA in Shropshire is an agreement drawn up between the local authorities and its partners on one hand and central government on the other. It is an excellent opportunity for both local and central government to improve service delivery and bring about greater efficiencies. More importantly, there is a greater focus on priorities, and increased capacity arising from the LAA will greatly benefit communities in the county and help to bring about further improvements in the issues that affect people's everyday lives.

The LAA will outline local priorities and targets for four key blocks (1) Children and young people (2) Healthier communities and older people (3) Economic development and (4) Safer and stronger communities.

Tackling Crime	Improving Satisfaction and Confidence

<p>Police Priorities</p> <ul style="list-style-type: none"> • Focusing on the persistent offenders who are responsible for much of our crime. • Reduction in domestic violence offences and repeat victimisation and increasing the number of detections. • Working to increase the number of successful offences brought to justice, incorporating full file quality and timeliness. • Maximising every opportunity to detect crime. • Supporting partners such as Victim Support in their efforts to encourage victims to come forward. • Making even better use of the intelligence led approach of policing to reduce crime. • Making best use of our Forensic Services to assist in delivering offences brought to justice. • Improving the investigative and evidence gathering abilities of police officers and all police staff. • Using stop/search powers to greater effect. • Continuing to work within new licensing framework to reduce the incidents of alcohol related crime. 	<p>Police Priorities</p> <ul style="list-style-type: none"> • Getting news to the public to bolster community confidence • Ensuring accurate and consistent publication of crime performance figures in the local areas. • Continuing to develop our understanding of 'citizen focus' for Shropshire. • Providing feedback to both victims and witnesses. • Providing greater links to minority groups and other vulnerable groups throughout Shropshire. • Continuing to deploy police officers, Community Support Officers and Special Constables to reassure the public. • Improving our services and responding to feedback from customer surveys. • Increasing the reporting of Hate Crime. • Increasing the reporting of domestic violence. • Targeting the work of all police staff and volunteers towards the 4 Better Outcomes.
<p>Crime and Disorder Reduction Partnership</p> <ul style="list-style-type: none"> • Continuing to work with partner agencies to reduce overall crime levels by 14% by 2008 (from 1st April 2005 - 31st March 2008). • Focussing on drug and alcohol misuse, burglary of homes, commercial and agricultural premises, violent crime, and theft of and from motor vehicles • Working with all agencies to maximise the positive impact of the five Crime and Disorder Reduction Partnerships and other countywide partnerships such as the Drug and Alcohol Action Team and the Safer Shropshire Partnership in reducing crime and improving community safety. • Pursuing a vigorous arrest and charge policy in incidents of domestic violence. • Increasing use of multi agency operations. • Targeting our most prolific offenders. 	<p>Crime and Disorder Reduction Partnership</p> <ul style="list-style-type: none"> • Working with partners to increase, in hotspot areas, the % of residents and young people surveyed who say they feel 'fairly safe' or 'very safe' during the day and after dark within their local area. • Working with our partners to develop and introduce the CADDIE information sharing system for public access to information. • Promoting the use of Watch Schemes
<p>Promoting Community Safety</p>	<p>Protecting the Public</p>
<p>Police Priorities</p> <ul style="list-style-type: none"> • Targeting hotspots and repeat incidents through the use of an intelligence led approach. • Continuing to provide specialist support in tackling crime in the areas of Public Protection (PPU) including hate crime and domestic violence. • Exploring further communication strategies to promote community safety eg (CNN, Cop Cards). • Using alternative funding streams to develop Partnership District Tasking. • Involving Local police officers in community solutions to anti-social behaviour. • Continued use of appropriate legislation e.g. Section 30 order. • Continuing to roll out Local Policing. • Developing a County Council and CDRP meetings chart template to show the interactions of meetings. 	<p>Police Priorities</p> <ul style="list-style-type: none"> • Working in partnership with Safety Camera Partnership to address problem hot spot sites to reduce the number of casualties and collisions. • Working in partnership with other agencies and emergency services to develop and improve our joint responses to local events and incidents. • Building on our strong partnership with Shropshire County Council to further develop engineering solutions to collision cluster sites. • Using targeting and enforcement campaigns focused on road safety • Continuing to work in partnership to target improved road safety in order to achieve or exceed the Governments target to reduce by 40% (based on the 1994-1998 average) the number of people killed or seriously injured by 2010.

Crime and Disorder Reduction Partnership

- Working with partners to develop a co-ordinated, multi-agency approach to tackling anti-social behaviour in Shropshire
- Working with partners from county to ward level to promote solutions that work. These will include Acceptable Behaviour Contracts, Anti Social Behaviour Orders, static and mobile CCTV, and targeted and visible patrols.
- Working with partner agencies to implement and monitor the new licensing legislation, and contribute to the Shropshire Safer Nightlife Initiative.
- Working with partners to increase community involvement in community safety
- Continuing to develop the role of the Hate Crime Officer to build confidence with our minority ethnic and other hard to reach communities.
- Continuing with the Multi Agency Risk Assessment Conferences to tackle domestic violence.

Divisional Policing Plan 2007/8 – South Worcestershire Division

The future for West Mercia Constabulary and South Worcestershire Police Division is much clearer now the threat of the force mergers has receded. We continue to see reductions in burglary and vehicle crime offences which reflects some very hard work by Police Officers and Police Staff, Volunteers and Partners.

Our team has been strengthened by the arrival of more Community Support Officers who are providing important visible reassurance across the Division. These staff complement the strength of our new Local Policing Teams, and together they will, I am confident, make positive differences in all communities.



The vision for South Worcestershire is to create a team policing approach along with our partners and other agencies, in order to provide quality service and reassurance to our communities.

Rod Reynolds, Chief Superintendent



As Chairman, I am very pleased to report another good year of performance and congratulate South Worcestershire Police and the Partners on their work which I am sure is echoed by the community.

The Community Policing Board is fully supportive and greatly encouraged by the strides made in developing Local Policing across the Division. We are confident this approach will provide reassurance and further improve the quality of life of all communities in South Worcestershire.

Edward Sheldon MBE, Chair of the Community Policing Board

Community Safety Partnership

The South Worcestershire Community Safety Partnership was formed in April 2003 from the merger of the three statutory Crime and Disorder Reduction Partnerships (Worcester City, Malvern Hills and Wychavon).

The Partnership brings together the existing work to reduce crime and improve community safety, and acts as the formal body to meet the requirements of the Crime & Disorder Act 1998. It is chaired by Mr David Wareing, Chief Executive of Worcester City Council.

During 2004/05, a Crime & Disorder Audit was conducted in South Worcestershire. This audit led to the production of the Community Safety Strategy covering the period 2005 to 2008. The Divisional Policing Plan reflects the priorities of South Worcestershire Police and its partners, and highlights how the Partnership will work with the communities of South Worcestershire.

Local Area Agreement (LAA)

The Worcestershire LAA is a three year agreement that sets out the priorities for Worcestershire, and is managed by the Worcestershire Strategic Partnership. The agreement has six themes :

- Communities that are safe and feel safe
- A better environment for today and tomorrow
- Economic success that is shared by all
- Improved health and well-being
- Meeting the needs of children and young people
- Stronger communities

South Worcestershire Division works with its partners to resolve issues identified by the communities of Worcestershire.

Tackling Crime

Improving Satisfaction and Confidence

<p>Police priorities</p> <ul style="list-style-type: none"> • Focus on crime which supports drug addiction – burglary, motor vehicle crime and the supply of Class A drugs (Cocaine/Heroin). • Continue to deliver effective Drug and Alcohol Referral Schemes. • Co-ordinate activities against identified prolific and priority offenders (volume crime offenders) with the continued emphasis on Diversionary Schemes. • Maximise the opportunity to detect crime by improving the investigative and evidence gathering skills of staff. 	<p>Police priorities</p> <ul style="list-style-type: none"> • Continue to comply with the national Quality of Service Commitment to : <ul style="list-style-type: none"> - Make it easier to contact us - Provide a professional and high quality service - Deal with your initial enquiry - Keep you informed - Ensure your voice counts - Deal with victims of crime in line with the Victims' Code of Practice • Build on the work of our cross agency community teams utilising Local Police Officers, Community Support Officers, Special Constables, and volunteers to enhance the delivery of local policing • Know and engage with our diverse communities to improve communication and understanding
<p>Community Safety Partnership Priorities Take action to reduce:</p> <ul style="list-style-type: none"> • The number of prolific and other priority offenders • Acquisitive crimes such as burglary and vehicle crimes • Violent crimes, especially those involving alcohol and domestic violence • Vandalism • Crime in hotspot areas <p>Work with the county-wide Worcestershire Substance Misuse Action Team to:</p> <ul style="list-style-type: none"> • Reduce drug related deaths and drug related ill health • Reduce drug and alcohol related crime and disorder • Reduce social and education exclusion • Improve access to drug and alcohol treatment and support • Increase positive outcomes from drug and alcohol treatment. 	<p>Community Safety Partnership Priorities Provide reassurance by:</p> <ul style="list-style-type: none"> • Making sure our communities know what is happening in their area • Providing a 'visible presence' through Neighbourhood Wardens and Police Community Support Officers • Promoting community wellbeing by supporting initiatives aimed at improving fire, home, road and water safety.
<p>Promoting Community Safety</p>	<p>Protecting the Public</p>
<p>Police priorities</p> <ul style="list-style-type: none"> • Develop our intelligence to target those individuals who threaten the quality of life of the communities of South Worcestershire • Tackle crime committed against our vulnerable communities by taking positive action against perpetrators whilst at the same time supporting victims, particularly victims of domestic violence, child abuse and hate crime • Continue to promote Neighbourhood Watch and the use of Crimestoppers to encourage active community engagement • Continue to operate our effective scheme to tackle anti-social behaviour, working with other agencies and the South Worcestershire Community Safety Partnership • Work in partnership with the licensing trade to positively tackle alcohol related crime and disorder • Continue to support the Worcester Alcohol Arrest Referral programme to ensure the continued reduction in anti-social behaviour and disorder 	<p>Police priorities</p> <ul style="list-style-type: none"> • Work in partnership with other agencies to manage potentially dangerous offenders in the community • Continue to give high priority to the investigation of major and organised crime, and together with our communities, effectively manage critical incidents • Increase the use of Automatic Number Plate Recognition (ANPR) technology to deny criminals the use of the roads • Working with partners and in accordance with the Civil Contingencies Act, improve response to a variety of requests for assistance, through effective contingency planning • Maintain the Division's ability to respond to, and investigate serious road traffic collisions, linking in with our reassurance action plan to provide increased community reassurance and satisfaction • Seek to improve driver behaviour through education and enforcement, focussing on factors related to the cause of accidents : <ul style="list-style-type: none"> • Poor driving standards, particularly by young or

- Work with partners to identify hot spot areas most affected by anti-social behaviour, and target these together effectively
- Maintain the focus on diverting those offenders away from anti-social behaviour, whilst supporting both victims and communities affected.

- inexperienced drivers
- Use of mobile phones whilst driving
 - Failing to wear seatbelts
 - Driving at excess speed
 - Drink driving

Community Safety Partnership Priorities
Continue to:

- Focus on prevention and diversion of anti-social behaviour by providing activities for young people and tackling problem locations
- Use the full range of enforcement legislation available, including Anti Social Behaviour Orders
- Use our Anti-Social Behaviour Detached Team which provides a rapid response to incidents involving young people
- Improve joint working among all relevant agencies to make sure that those suffering from anti-social behaviour get the best possible service.

Divisional Policing Plan 2007/8 - Telford & Wrekin Division



2007/8 will be a year in which we can build upon the very pleasing reduction in crime achieved during 2006/7. We will maintain our targeted approach to anti-social behaviour and work with local partners to further improve our delivery of the Safer and Stronger Communities Strategy. In particular we intend to fully implement our enhanced level of Local Policing and work closely with partners and address community issues.

David Spencer, Chief Superintendent



In West Mercia and the Telford & Wrekin Division, the partnership between the Police Authority, Constabulary and partners is building an increasingly effective police service and safer community. The Police Authority is committed to supporting the development and provision of an effective police service.

Karen Tomlinson, Chair of the Community Policing Board

Safer and Stronger Communities Partnership.

Telford & Wrekin was one of the first areas to form a Community Safety Partnership some 12 years ago, predating statutory requirements. The Safer & Stronger Communities Partnership is made up of private and voluntary agencies locally and is responsible for reducing crime, anti social behaviour and substance misuse in Telford & Wrekin. The Safer & Stronger Communities Partnership structure underwent a thorough review during 2006 and we will work with partners during 2007/8 to consolidate the new arrangements and deliver our vision of "A community that feels safe and protected".

Local Area Agreement. Telford & Wrekin LAA mainly addresses the long-term strategic development of Telford over the next 10 to 25 years. We are actively engaged in this and further working to develop the LAA together with a range of other partners through the Local Strategic Partnership.

The next 12 months. Her Majesties Inspectors have identified West Mercia Constabulary as a top performing Force and although we see that as a position to be proud of, we recognise the need to continually seek and improve what we do. We intend to continue to improve our services, communicate with our citizens and communities and take notice of their views and needs.

Police Force Structure Following the consideration of the Her Majesties Inspectorate document entitled 'Closing the Gap' in September 2005 the regionalisation of Police Forces was not taken forward. In West Mercia we are committed to further developing our ability to deliver both effective Local Policing and protective services which cover major, serious and organised cross border crime, counter terrorism and extremism, civil contingencies, critical incidents, public order and strategic road policing.

Local training of new police officers and staff from April 2006. Following the national decision in 2005 to close regional training centres, West Mercia has developed a training programme which incorporates community based training. This is known as the Initial Police Learning and Development Programme (IPLDP). One of the two West Mercia Professional Development Units, is based in Telford at Wellington. This exciting move is providing training that is more locally delivered and focussed.

Introduction of Local [Neighbourhood] Policing models. We police a multi-cultural society and need to understand and respond to the needs and expectations of all areas and communities. As a Division we provide full coverage with Local Policing Teams made up of Local Police Officers, Community Support Officers and Special Constables working from our five Operational Police Stations at Malinsgate, Madeley, Wellington, Donnington and Newport. These officers are supported by uniform shift officers 24 hours per day and by other specialists working mainly from the Divisional HQ at Malinsgate

Our strategy for the coming year includes the requirements of our own local, national and force policing plans whilst also engaging with the needs of partnership plans and targets.

<p>Tackling Crime</p>	<p>Improving Satisfaction and Confidence</p>
<p>Police Priorities</p> <ul style="list-style-type: none"> • Target alcohol related violent crime through high profile campaigns delivered jointly with partners and the licensing trade at key times of the year. • Using the National Intelligence Model (NIM) identify offenders and crime trends to focus our resources to maximise results, reduce crime and bring more offences to justice. • Improve the number of offenders brought to justice through the more sustained use of charge, caution and summons outcomes. • Work with partners to reduce harm through drug abuse and bring offenders to justice. 	<p>Police Priorities</p> <ul style="list-style-type: none"> • Ensure that the experience of those coming into contact with the service is more positive by improving the satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions. • Through the development of the Local Policing programme we aim to ensure a resource deployment model to match the needs of local communities. This will include the extended police family of Community Support Officers and the Special Constabulary • Improve the provision of accessible information for our citizens by communicating with and through our Safer & Stronger Communities Partnership media, public forums Local Partnerships meetings and Local Policing Team/Hate Crime surgeries. • Embrace the 'Victims Code' by improving the services provided to victims and witnesses prior to charge and working with our partners when an offender has been charged. • Maximise the benefits of the localised training of student officers through community engagement at an early stage and in doing so ensure that we take every opportunity to recruit, retain and develop staff who are representative of our communities. • Ensure that all staff within the Telford & Wrekin Division embrace diversity and have personal priorities which reflect this.
<p>Joint Safer & Stronger Communities Priorities</p> <ul style="list-style-type: none"> • Implement a multi agency approach to reducing crime by targeting resources at an identified cohort of prolific and priority offenders. • Reduce the incidents of criminal damage through preventative work and by focussing on hotspots. • Deliver the Safer and Stronger Communities target to reduce BCS comparator crime by 20% over the 3 year period 2004/2007. <i>NB The BCS (British Crime Survey) Comparator Crime figures are based on a number of crime categories that are common to both Police records and surveys carried out across the UK. Achievement of the 20% reduction will be based on the figures from the year 20003/4 to the end of March 2008.</i> 	<p>Joint Safer & Stronger Communities Priorities</p> <ul style="list-style-type: none"> • Build community involvement into decision making. • Older people feeling safe to leave their homes and younger people being able to play and interact in safety
<p>Promoting Community Safety</p>	<p>Protecting the Public</p>
<p>Police Priorities</p> <ul style="list-style-type: none"> • Further consolidate the development of our Public Protection Unit under the newly created Detective Inspector post, responsible for family protection, domestic violence and hate crime • Target areas of anti social behaviour through the deployment of police officers, Community Support Officers (CSOs) and the Special Constabulary using all available legislative provisions. • Encourage active citizenship in our communities by maintaining our commitment to the support and development of Neighbourhood Watch and other safety schemes. • Maintain a high detection rate for hate crime while 	<p>Police Priorities</p> <ul style="list-style-type: none"> • Effectively manage the risk presented by potentially dangerous offenders. • Utilise force and local Automatic Number Plate Recognition (ANPR) regularly within Telford & Wrekin Division to increase the number of offenders brought to justice. • To identify potential hotspots for fatal or serious road collisions and implement preventative measures at an early stage. • Provide support through Community Safety, Divisional Traffic Management and Local Policing involvement to enforcement and education campaigns. • Maximise the use of national technology systems such

encouraging victims to report crime.

as PNC, DVLA, Motor Insurers Bureau and ANPR to deter offenders from using uninsured, untaxed and defective vehicles or driving whilst disqualified on our roads.

- Response team officers with access to speed enforcement equipment will take ownership of specific geographic areas and work in liaison with road safety specialists and local officers to provide full coverage of speed related collision and complaint areas across the Division

Joint Safer & Stronger Communities Priorities

- Integrate road safety messages within the overall communications strategy for the Community Safety Partnership; with a particular focus on 'kill your speed' and 'belt up' campaigns and the use of mobile phones while driving.

The Police Authority

West Mercia Police Authority is an independent body of 17 people drawn from across the force area of Herefordshire, Shropshire, Telford & Wrekin, and Worcestershire, who work with and monitor the activity of the Constabulary. The Authority is made up of 9 councillors (from the Councils of Herefordshire, Shropshire, Telford & Wrekin and Worcestershire), 3 lay justices and 5 independent members.

We are responsible for securing the maintenance of an efficient and effective police service for the people of West Mercia. Although as a Police Authority we cannot interfere with day to day operational decisions we aim to consult upon and reflect public opinion on policing issues and, in discussion with the Chief Constable, we are able to influence key policing issues and oversee complaints.

Our 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 policing plan for West Mercia, which takes into account the views of local communities in developing priorities and sets out specific objectives, targets and performance indicators.*
- 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 and local authorities, including contributing to the production of local crime and disorder strategies.
- Produce and distribute an annual policing summary to every household in West Mercia.

**As set out in the Police and Justice Act 2006, from 1 April 2008 Police Authorities will no longer be required to produce three year strategy plans, local policing objectives, local policing plans and annual reports. Instead they will have a duty to issue a single three year rolling policing plan each year, which sets out policing objectives for the year and proposed arrangements for the three year period.*

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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 local Community Policing Boards. Copies of agendas and reports are available on the Authority's web site or from the Director to the Police Authority and are available in other formats (e.g. Braille, large print, audio CD).

If you would like to contribute to the work of the Police Authority you may attend your local Police/Community Consultative Group, become an independent custody visitor or a member of your local Community Policing Board or indeed of the Police Authority itself. Details of how to do so are available on the Authority's web site or by application from the Director to the Police Authority.

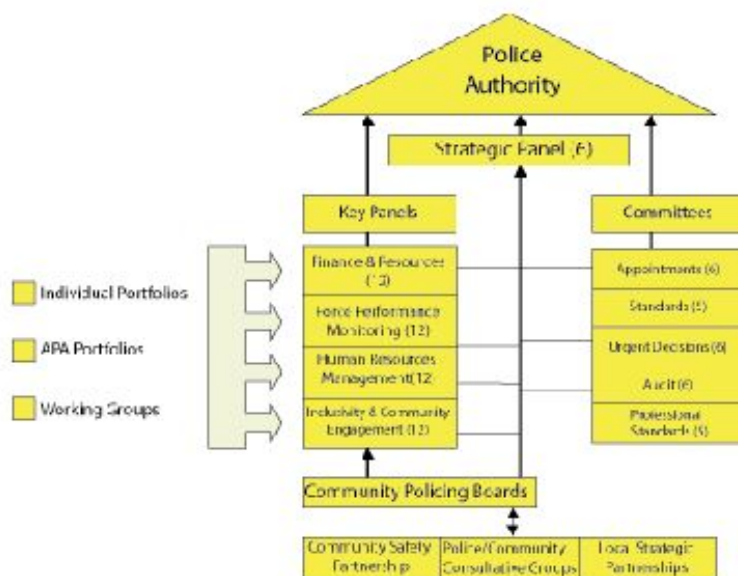
The Director's address is West Mercia Police Authority, PO Box 487, Shrewsbury, SY2 6WB. Further information is available from the Authority's web site www.westmerciapoliceauthority.gov.uk.

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Police Authority Structure

The Police Authority is an appointed, rather than a directly elected body but 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 its committee and panel structures as shown below.

The structure reflects the key areas of the Police Authority's responsibility and it 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. The Strategic Panel is responsible for overseeing and directing the business of the Police Authority generally, including the approval of member appointments to panel vacancies, working groups and outside bodies. The panel structure is supplemented by five committees.



Key: (no) = number of members

In addition the Authority has four working groups:

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.

Community Engagement Strategy Working Group

This group is made up of members nominated by the Inclusivity and Community Engagement (ICE) Panel, supported by officers from the force and Police Authority. The group is tasked with developing a joint community engagement and consultation strategy for the Authority and Constabulary and provides regular progress reports to ICE Panel.

Editorial Working Group

This group comprises the Chairs of the Authority, Finance and ICE Panels and the Vice Chair of the Authority. It oversees the production of key planning documents i.e.: the Policing Plan, consultation document, 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.

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Community Engagement

The Police Authority aims to reflect public opinion obtained through various mechanisms such as:

- Trends in user satisfaction survey results.
- Trends in complaints received.
- The annual West Mercia Crime and Safety Survey – which asks people questions in relation to satisfaction with the police, fear of crime, experience of crime and priorities for improvement in their neighbourhood.
- The 18 Police/Community Consultative Groups it supports across West Mercia, which are chaired by local people and meet in public to provide local people with the opportunity to find out about current policing issues, raise any local concerns and meet their local Police Authority member and police Inspector.
- Police Authority members' involvement in their local communities.
- The five divisional Community Policing Boards which monitor performance and community engagement activity carried out by each division and provide an opportunity for representative bodies such as Police/Community Consultative Groups and Neighbourhood Watch to enter into dialogue with local police commanders and Police Authority members.
- Public meetings such as the annual stakeholder meeting to discuss proposed policing priorities and budget considerations with organisations representing non-domestic ratepayers and the communities we serve.

To view a list of planned consultation [click here](#)

Feedback on results and how they will be or have been used is provided via various mechanisms such as the Authority's website and consultation leaflet on policing priorities.

To view results of consultation exercises [click here](#)

The Police Authority have, in co-operation with the Constabulary, established a working group to review the underlying causes of complaints and the messages received from public opinion surveys and other consultation mechanisms undertaken by the Constabulary. In this way members of the Police Authority can keep in touch with the views of the public arising from operational contact with the police whether as victims, witnesses or individuals who are the subject of police investigation.

The Authority and force have agreed to develop a joint community engagement and consultation strategy and a working group has been set up to develop this document. The working group reports to the Inclusivity and Community Engagement Panel.

The focus of the Authority's Inclusivity and Community Engagement (ICE) Panel is on community engagement, consultation, communication and customer focus issues. The ICE Panel also monitors the implementation and effectiveness of both the Authority's and Constabulary's Equality Schemes.

To view the Authority's Equality Schemes click on the documents listed below:

- [West Mercia Police Authority Disability Equality Scheme 2006 - 2009](#)
- [West Mercia Police Authority Race Equality Scheme 2005 - 2008](#)

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Partnerships

Police Authority Members participate in the Community Safety Partnerships, which operate throughout the force area. These partnerships, which are co-ordinated by the local authority, are made up of a variety of agencies whose aim is to work together to reduce crime and anti-social behaviour, reduce the fear of crime and reduce the harm cause by illegal drugs and alcohol.

Police Authority Members also participate in the Herefordshire, Shropshire, Telford & Wrekin and Worcestershire Local Strategic Partnerships. These partnerships are co-ordinated by the four county and unitary authorities across West Mercia and involve regional, public and local agencies and the voluntary and community sector working together to improve the quality of life and to meet local needs.

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Police Authority Members

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

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How we consult and engage with our communities

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.

In addition to the regular day-to-day contact we have with the public, we use a number of methods to assess what communities across West Mercia think about the service we provide and enable us to make informed decisions about our priorities and service provision. These include:

Police Authority Members

Members of the Police Authority are drawn from the local community (nine of whom are local authority councillors drawn from across the whole force area, three are lay justices and five are independent people) with the aim of being broadly representative of the West Mercia area. In addition to their involvement with their local communities, through their roles as Councillors, lay justices and other activities, members are made aware of local concerns through their role as a representative of the Police Authority e.g. on Police/Community Consultative Groups, Community Safety Partnerships, Local Strategic Partnerships and Community Policing Boards.

Community Policing Boards

Community Policing Boards have been set up in each of our five divisions around the West Mercia area and include local Police Authority members, Chairs of local Police/Community Consultative Groups, representatives of business (i.e. Chambers of Commerce), Neighbourhood Watch and independent community representatives. The boards, which meet twice a year, monitor local engagement activity and police performance. They also provide an opportunity for dialogue with the local commander and supplement existing means of communication with the Police Authority members and the Constabulary.

Police/Community Consultative Groups

There are 18 Police/Community Consultative Groups (PCCGs) which meet regularly in public across West Mercia. Chaired and run by local people, with the support of West Mercia Police Authority and West Mercia Constabulary, these groups provide people with the chance to meet their local police Inspector, Police Authority members and other community representatives such as parish councillors and Neighbourhood Watch co-ordinators. These meetings provide an opportunity for members of the public to be updated on current policing issues, as well as allowing the public to raise any questions or issues of concern. They also give the Police Authority and Constabulary the chance to consult with the local community on projects, processes and strategies.

Stakeholder Meetings

An annual meeting is held with stakeholders in January each year to discuss future policing priorities and budget implications. Other meetings may be arranged as appropriate to discuss specific issues.

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 Local Policing Team, consisting of at least one Local Police Officer and a Community Support Officer. To assist them in identifying and understanding local crime and safety issues and priorities, these teams use a range of consultation and engagement methods. Branded across the force as PACT – Partners and Communities Together – methods include PACT 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 our internet site.

User Satisfaction Surveys

We have a long established process for obtaining the views of our service users in order to establish their satisfaction levels with the service provided and to identify any areas for improvement in terms of service provision. User satisfaction surveys are undertaken with the following people: victims of burglary, vehicle crime, violent crime, road traffic collisions and racist incidents and people who have reported an incident of anti-social behaviour. Results of these surveys are reported quarterly to the Home Office and routinely to force performance meetings and to the Police Authority through the Community Policing Boards, Complaints and Surveys Working Group and Inclusivity and Community Engagement Panel. In addition we hold regular focus groups with crime victims in order to gain further information regarding the service received from the police.

Crime and Safety Partnership Survey

With our partners, the Constabulary conducts an annual Crime and Safety Partnership Survey with residents of West Mercia. The purpose of the survey is to gain an understanding of residents' local issues and priorities, their perceptions of the police and the service we provide and their feelings around community safety. In 2006, this exercise was carried out with all of our Crime and Disorder Reduction Partnerships, the West Mercia Safety Camera Partnership and the Worcestershire Drugs Partnership. Postal surveys were sent to 51,400 randomly selected residents and over 12,000 responses were received. Results are available at police division, district and ward levels. The next Crime and Safety Partnership Survey will take place during June-July 2007.

Web sites

Both the force and Police Authority's websites are being used to keep people informed about current issues, provide information regarding services and seek feedback. The Authority's site is also intended to provide web users with a useful way to communicate with the Authority and its partners, to find out what is going on and how to get more involved.

To view feedback on consultation exercised completed and view consultation planned [click here](#)

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Managing our resources

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

Finances

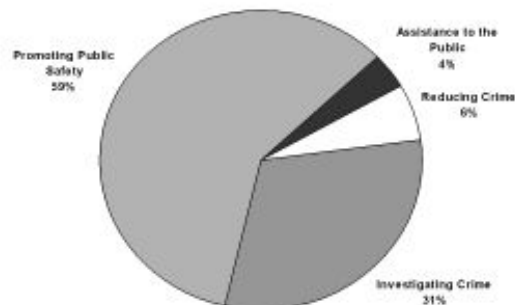
The planned budget for 2007/08 is £185.4 millions. This comprises:

	£m
Employee costs	174.5
Premises	6.9
Transport	5.7
Supplies and services	20.6
Capital financing	1.0
	208.7
Income	23.3
Less use of reserves	1.1
	184.3

The budget is received from the following sources:

	£m
Government Grants	116.0
Council Tax	68.3
	184.3

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:



Special Funding for Rural Forces

In June 2000, the Home Office Minister announced that special additional funds would be made available to West Mercia Police Authority to support rural policing. These funds have been paid at the rate of £2.3 million per year since October 2000. These funds were committed to providing 87 additional support posts and 12 additional sergeants. This grant has now been consolidated with a number of other specific grants.

The investment programme for 2007/08 will allocate £17.1 million to priority areas. This will include:

- Replacement of Airwave radio terminals
- Improvements to custody facilities
- Replacement of vehicles

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Efficiency Plan

Efficiency Planning is now a requirement across the public sector following the publication of the Gershon Report in the summer of 2004. The financial year 2007/08 is the last of the current Comprehensive Spending Review and there is an expectation that the government will increase future years requirements from the current levels for all services. For the police service, linkages have been made between the Efficiency Plan and the Front Line Policing measure which seeks to encourage the maximisation of the number of police officers available for operational duties.

Our Efficiency Plan for 2007/08 includes the second year of our investment programme to enhance protective services. Developments in workforce modernisation and the introduction of Local Policing Teams will impact positively on the percentage of resources deployed to frontline policing.

West Mercia has a good track record on achieving efficiencies and has exceeded the target in each year.

Year	Force Budget	2% Target	Efficiency Gains Achieved	% of Force Budget Achieved	Cashable Efficiency Gains Achieved	% of Force Budget Achieved
	£000	£000	£000		£000	
1999-2000	116,500	2,330	2,790	2.39	1,520	1.3
2000-01	125,700	2,514	2,933	2.33	1,400	1.1
2001-02	133,200	2,666	3,428	2.57	1,421	1.1
2002-03	144,400	2,888	3,673	2.54	2,128	1.5
2003-04	154,500	3,090	4,144	2.68	2,546	1.6
2004-05	165,800	3,317	5,119	3.09	2,148	1.3
2005-06	172,800	5,184	7,806	4.52	4,386	2.5
Total			29,893			

For 2006/07 a projected final total of efficiency gains of £10 million against a target of £5.3 million is anticipated and the efficiency gains include:

- A changed method of funding the capital programme £1,985,000 (cashable)
- Overnight accommodation £45,000 (cashable)
- Transfer of some Central Motorway Policing Group functions to the Highways Agency £750,000 (non-cashable)
- Automated video viewing analysis £99,000 (non-cashable)

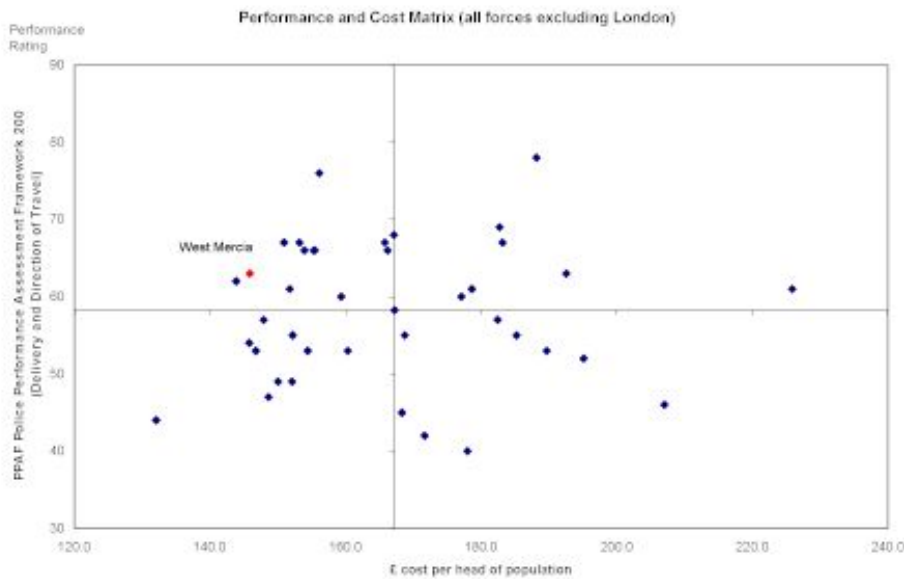
Home Office guidance requires the force to identify efficiency gains of 3% per annum of net revenue expenditure of which at least half (1.5% of net revenue expenditure) must be cashable. The summary totals for 2006/07 are listed below.

	Total	Cash	Non-Cash
Minimum Required Savings for 2007/08	£5,562,000	£2,781,000	£2,781,000
Estimated Carry Forward from 2006/07:			
Estimated @ quarter 3	5,122,000	4,294,000	828,000
FLP measure increase (estimate)	0	0	0
2007/08 Initiatives:			
Revenue Reductions already identified	500,000	0	0
2006/07 starts continuing in 2007/08	295,000	0	295,000
2007/08 new starts	1,775,000	664,500	1,110,500
FLP Measure Target Increase (estimate)	0	0	0

Total Savings Identified	7,692,000	4,958,500	2,233,500
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Her Majesty's Inspectorate of Constabulary (HMIC) undertakes the monitoring role in respect of efficiency plans. The assessment of whether performance has been maintained will be made by HMIC through linkages to the baseline assessment criteria and the overall force performance assessment categories known as Policing Performance Assessment Framework.

The following matrix illustrates West Mercia's good performance in this respect:



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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. West Mercia Police Authority can confirm the award of one contract involving a transfer of staff during 2006/7.

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Statement on Community Accreditation Scheme

In 2004, the Chief Constable authorised that West Mercia would run an accreditation scheme to contribute to community safety and security to combat crime and disorder, public nuisance and other forms of anti-social behaviour.

West Mercia currently runs an accreditation scheme that has four organisations accredited:

- Vehicle Operators Service Agency
- Wyre Forest Community Housing
- Malvern Hills District Council
- Bromsgrove District Council

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Human Resources

The Human Resources (HR) Plan sets out our priorities to meet the requirements of the Annual Policing Plan. The plan is set out in Appendix 1 and clearly identifies areas for improvement.

The information and data in the plan sets out key information on existing and proposed resources and has been used to inform:

- The options for the use and deployment of resources.
- The training and development requirements needed to meet the required skill and competency levels.
- Areas for improvement.

The Association of Police Authorities (APA) has a recommended framework which should be used to cover the core issues required in the HR plan and this is how the information is presented in [Appendix 1](#).

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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 provided both internally to the force and externally with its communities.

In July 2006 the Constabulary’s Race Equality Scheme was reviewed and republished followed in December 2006 by the Disability Equality Scheme. In April 2007 we will have consulted on and published the Gender Equality Scheme. All the schemes will be managed by a single Diversity Action Plan. This links the generic activities, which enables for equality of opportunity to be provided as part of our culture, and the specific action required to meet each scheme.

West Mercia has a Diversity Team which is led by a Superintendent and has a Diversity Compliance and Equality Scheme Manager and three Diversity Advisors representing between them the six strands of diversity covering:- race, faith/religion, gender, sexual orientation, age and disability.

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.

To view the Constabulary’s Equality Schemes click on the following documents:

- [West Mercia Constabulary Race Equality Scheme 2005-08](#)
- [West Mercia Police Authority Race Equality Scheme 2005-08](#)

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How we measure our performance

Performance Monitoring

West Mercia has a range of measures to monitor performance. These are made up of Statutory Performance Indicators (set by Home Office) and Key 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 and quarterly by the Police Authority's Force Performance Monitoring Panel. Our Key Performance Indicators (KPIs) for 2008/08 are:

Tackling Crime	Target Method of Monitoring
1. Recorded Crime a) Total recorded crime b) Total serious crime	Less than 82,500 per annum (this equates to 69.6 crimes per 1,000 population. The Police Authority's Performance Monitoring Panel (FPM) will monitor recorded levels of the most serious crimes, which often involve cross-border enquiries (eg, murder, kidnap, stranger rape, armed robbery, aggravated burglary, etc).
2. Sanction detection rate a) Total sanction detection rate b) Sanction detection rate for serious crime	32.5% or greater The Police Authority FPM will monitor detections of the most serious crimes, which often involve cross-border enquiries (eg, murder, kidnap, stranger rape, armed robbery, aggravated burglary, etc).
3. British Crime Survey comparator crime* reduction measured against certain categories of crime	All of our Crime and Disorder Reduction Partnerships (CDRPs) have been set a base line and targets against this measure. For 2007/08 this will be monitored by the FPM.
Promoting Community Safety	
4. Anti-social behaviour - action taken	Monitored by the Police Authority FPM Panel
5. Local policing - Community Support Officers visibility**	82.9%
6a. Local policing - by the end of 2007/08, every Local Policing Area to have 3 priorities in place per month	76.0%
6b. Local policing - percentage of those priorities completed within target times set locally	75.0%
Improving Satisfaction and Confidence	
7. Response policing - percentage of Level 1 and 2 incidents attended within 6 hours. Level 1 - life threatening or crime in action Level 2 - anything else requiring a prompt response	Monitored by Police Authority FPM Panel
8. British Crime Survey measures a) Confidence in local police b) Risk of personal crime c) Risk of household crime d) Fear of crime - burglary e) Fear of crime - car crime f) Fear of crime - violent crime g) Perceptions of anti-social behaviour h) Perceptions of local drug use/drug dealing	a) 50.7% b) 5.5 c) 13.9% d) 8.2% e) 9.2% f) 11.3% g) 10.8% h) 21.9%
9. West Mercia user satisfaction surveys a) Ease of contact with the public b) Action taken c) Follow up d) Treatment e) Whole experience	a) 91.7% b) 81.3% c) 65.6% d) 92.0% e) 82.8%
Protecting the Public	

10. Road traffic casualties	The Year 2010 Government reduction target requires less than 800 people per year being killed or seriously injured in the West Mercia area. Through our education and enforcement campaigns we will aim to achieve a significantly lower figure than this.
11. a) Deliver the programme of work to enhance our protective services.	Monitored by Police Authority FPM Panel.
b) Monitor progress against the Force's Protecting Vulnerable People action plan.	Monitored by Police Authority FPM Panel.
Other	
12. Staff sickness	Police Officers: less than 10 days per person per annum. Police Staff: less than 9 days per person per annum.

** The British Crime Survey (BCS) is a survey of the public conducted by the Home Office. It surveys people's experience of crime. The results provide statically valid data at a force level. To enable target setting and monitoring of the SR2004 PSA1 target (to reduce crime by 15% and further in high crime areas by 2007/08) the Home Office introduced the BCS Comparator. This is based on a number of police recorded crime categories that approximate to the questions asked in the BCS interviews.*

***Community Support Officer (CSO) visibility has been monitored as a KPI for the last 3 years in recognition of the importance of this aspect of policing. Over this time the development of local policing and the role of CSOs has evolved. In 2007/8 it will remain as a KPI but changes to streamline the data recording processes and acknowledgment of the impact of workforce modernisation and local policing on their role will necessitate the modelling and calculation of a new target.*

The Police Authority is regularly informed of force performance across a range of matters including the KPIs set out above and the performance measures set out in [Appendix 2](#). 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 Inspector of Constabulary (HMIC) also conducts performance assessments which are reported to Police Authority members and published.

Attached at [Appendix 2](#) is a detailed breakdown of our statutory measures showing projected results for 2006/07 compared with results for the previous year. Our final results for 2006/07 will be made available on our website. Our list of force KPIs above contain some but not all of the statutory measures.

Change Programmes

Our change programmes are managed through a programme board chaired by Chief Officers. Through this mechanism checks are put in place to ensure that change is successfully implemented and the planned benefits of change are achieved.

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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 the Baseline Assessment (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: reducing crime, investigating crime, promoting safety, providing assistance, citizen focus, resource use and local policing. Gradings are given in relation to levels of overall service, together with an indication of "direction of travel".

The most recent PPAF assessment of West Mercia Constabulary (published in October 2006) was extremely good, with the following grades being awarded:

Performance Area	Delivery	Direction
Reducing Crime	Good	Improved
Investigating Crime	Good	Improved
Promoting Safety	Fair	Stable
Providing Assistance	Good	Stable
Citizen Focus	Good	Stable
Resource Use	Good	Improved
Local Policing	Good	Stable

The commentary included within the PPAF publication indicated that:

"In 2004/05, West Mercia was assessed as one of the best-performing forces in the country in terms of investigating crime. During 2005/06, performance in sanction detection rates and rates of offences brought to justice have again been among the highest in the country."

"Other major achievements this year include the securing of convictions in connection with several high-profile murder cases and a successful large-scale immigration operation led by the constabulary (working with the UK Immigration Service and the National Crime Squad)."

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Her Majesty's Inspectorate of Constabulary Baseline Assessment 2006

Summary of Judgements	Grade	Direction of Travel
Citizen Focus		
Fairness and Equality in Service Delivery	Good	Stable
Neighbourhood Policing and Problem Solving	Good	Stable
Customer Service Accessibility	Good	Stable
Professional Standards	Good	Not Graded
Reducing Crime		
Volume Crime Reduction	Excellent	Improved
Investigating Crime		
Managing Critical Incidents and Major Crime	Fair	Stable
Tackling Serious and Organised Criminality	Good	Stable

Volume Crime Investigation	Good	Stable
Improving Forensic Performance	Good	Stable
Criminal Justice Process	Fair	Improved
Promoting Safety		
Reducing Anti-Social Behaviour	Good	Stable
Protecting Vulnerable People	Poor	Declined
Providing Assistance		
Contact Management	Good	Stable
Providing Specialist Operational Support	Good	Stable
Strategic Roads Policing	Good	Stable
Resource Use		
Human Resources Management	Good	Stable
Training, Development and Organisational Learning	Good	Improved
Race and Diversity	Good	Stable
Managing Financial and Physical Resources	Good	Stable
Information Management	Good	Stable
National Intelligence Model	Good	Stable
Leadership and Direction		
Leadership	Good	Not Graded
Performance Management and Continuous Improvement	Excellent	Stable

The 2005/06 assessment identified Protecting Vulnerable People as “Poor” and “Declined”. However the focus of the assessment was changed from the previous year and so the declined status was based on HMIC’s professional assessment and not actual performance. The assessment reported the following in relation to each of the aspects of the Protecting Vulnerable People domain:

Child Abuse

- An inconsistent approach across BCUs on issues such as staffing levels, supervisory ratios and management of workloads, and recommended that the force establish clear guidance and robust monitoring of acceptable workloads.
- That the force should revise its policy of leaving vacancies unfilled and abstracting specialist officers for other duties and give clear guidance on the issues to BCUs.

Domestic Violence

- The force should monitor workload and determine acceptable caseload.
- The force should establish a performance monitoring framework for this area.

Public Protection

- The force should review the caseload and staffing levels to coincide with ACPO guidance.
- The force had no policy covering Public Protection and no performance framework.
- The force should standardise training across BCUs and ensure that risk assessment encompasses the likelihood of harm and not just re-conviction.
- The force should ensure that counselling is available for all Public Protection staff.

Missing Persons

- The force should update its policy on missing persons so that there is clear ownership and accountability – this has been contested by the Constabulary.
- Whilst the force policy is available to the public via the internet this is not supplemented by a procedure document.

A force project is now underway to develop and enhance the existing strengths in the area of Protecting Vulnerable People and seek new ways of doing things. The project will examine all areas of public protection and will seek to develop centres of excellence throughout the force, embracing specialist training and strategic management of offenders within the Multi Agency Public Protection arrangements. A project team is in place and key stakeholders from our partner agencies are involved to further improve the co-operation that already exists in West Mercia.

Corporate Governance

Auditor's Report for 2005/06

In December each year the Police Authority's auditors, PriceWaterhouseCoopers, issue a management letter to the Police Authority reporting on the previous year's financial position and management by the Authority. The executive summary of the management letter for 2005/06 states:

- We issued an unqualified audit opinion on the Authority's 2005/06 financial statements on 28th September 2006
- 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.

At the request of the Treasurer, we included within our Audit Plan provision to undertake a review of the Police Authority's corporate governance arrangements. The conclusions of our assessment are summarised in the following table.

Good Governance Principle	Assessment
Focusing on the organisation's purpose and on outcomes for the public.	EXCELLENT
Performing effectively in clearly defined functions and roles.	EXCELLENT
Promoting values for the whole organisation and demonstrating the values of good governance through behaviour.	GOOD
Taking informed, transparent decisions and managing risk.	GOOD
Developing the capacity and capability of the Authority to be effective.	GOOD
Engaging stakeholders and making accountability real.	GOOD

The Auditors stated:

"The Authority should be commended on the results of our review, the detail of which was reported to the Audit Committee on 27th June 2006. However, the Authority is not complacent, and fully intends to implement the agreed action plan, included within our report, as part of its continued efforts to strengthen its governance arrangements still further."

Use of Resources

For the first time in 2005/06 we were required to confirm that we are satisfied that proper arrangements have been made by the Authority for securing economy, efficiency and effectiveness in the use of resources. We issued a positive use of resources conclusion.

Police Use of Resources Evaluation

The PURE framework assessed the arrangements of all police authorities against a series of Key Lines of Enquiry (KLoEs) grouped into five areas:

Key Line of Enquiry	Score
Financial Reporting	3
Financial management	3
Financial Standing	3
Internal Control	2
Value for Money	4

KLoEs are scored as follows:

- 1 – below minimum requirements – inadequate performance
- 2 – only at minimum requirements – adequate performance
- 3 – consistently above minimum requirements – performing well
- 4 – well above minimum requirements – performing strongly

During the course of the year we completed our work on the organisation's performance management arrangements.

- The Force and Authority had achieved high levels of performance from a comparatively small resource base because of effective performance management and prioritisation.
- Our overall conclusion is that the Force and Authority are implementing a highly effective performance management framework that can clearly demonstrate impact in terms of organisational improvement.

Particular strengths include:

- A clear focus on priority areas
- Strong accountability for performance at all levels
- Robust and timely management information
- Analysis followed by action and review

The arrangements are particularly effective at the corporate levels of the organisation and there is work ongoing to ensure that the framework is further developed and tailored for use throughout the organisation at all levels. Going forward, some key issues that we identified during the review for future consideration include:

- Potential to improve communication of key issues at the front line
- Making personal appraisals effective for all staff
- Implementation of moderation process to ensure that there is clear understanding and approach to dealing with good and poor performance at individual level
- Achieving an effective balance between meeting challenging performance targets and delivering on the "softer" aspects of policing, such as good customer service

Auditor's Report on the 2006/07 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. Their letter of December 2006 stated:

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