



JOINT POLICING PLAN

2009-2012

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Foreword

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

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

Throughout the last 5 years, West Mercia's strategic approach – most evident in the emphasis that has been placed upon the 4 Key Principles of Performance Focus, Embracing Diversity, Integrity and Quality People – has led to West Mercia Police widely being recognised as one of the top performing, most efficient and effective police organisations in England and Wales. This reputation is particularly strong in relation to the contribution that West Mercia has made towards overall crime reduction, its performance in investigating all types of crime – from the high volume, day to day events through serious and organised criminality, to homicide and those other major crimes that occur from time to time and cause great concern in our communities, and the general willingness demonstrated at all levels to innovate, problem solve and try new ways of working.

The publication in 2008 of Sir Ronnie Flanagan's (Her Majesty's Chief Inspector of Constabulary) Review of Policing, the Government's Green Paper on the Future of Policing, Louise Casey's report on "Engaging Communities in Fighting Crime", and most recently the Policing and Crime Bill have all provided the opportunity for the police service throughout England and Wales to take stock of its current priorities, successes and continuing challenges. At the same time, the Home Secretary has signalled a very welcome shift of Home Office emphasis away from a regime of centrally imposed performance indicators and targets and its associated central government micro-management, towards a single outcome measure of public confidence in local policing services.

All of this has provided us in West Mercia with a timely opportunity to review and refresh our 3 year strategy in order to place a much greater emphasis upon public protection, public satisfaction and public confidence. Last September saw the start of a major consultation process which engaged, amongst others, all senior staff, staff associations, and the Members and Officers of the Police Authority. The outcome of this led us to summarise our Mission over the next 3 years throughout West Mercia to be – quite simply – Serving – Protecting – Making the Difference.

Serving – Protecting – Making the Difference – only 5 words that are very easy to say, but represent a significant challenge for all of us to deliver.

We are both acutely aware that future financial settlements from Central Government will leave little scope for growth in our service capacity and that the next 12 months and beyond will be particularly difficult, locally, nationally and globally, due to the current economic climate. In this context, our obligation to

deliver the best value for money policing services that we can has never been more apparent, as we look ahead with the aim of building upon our recent successes.

We believe that our finely balanced workforce mix of police officers, police staff and volunteers, coupled with their outstanding professionalism, commitment and dedication, puts us in an excellent position from which to deliver against our communities' expectations both in terms of policing services and value for money. At the same time, we aim to maintain appropriate levels of investment in our infrastructure and in equipment and technology, in order to make our staff as effective as possible in tackling crime, anti-social behaviour and other issues of concern in our communities.

2009-12 STRATEGIC PLAN SUMMARY

OUR MISSION

Serving - Protecting - Making the Difference

OUR VALUES

- I act with honesty, fairness and respect in serving our communities and the people within them
- I take pride in working within an organisation dedicated to protecting people and upholding the law
- I always take responsibility; my contribution makes a valued difference

OUTCOMES

Successful delivery of our mission between now and 2012 will result in the following outcomes throughout West Mercia:-

The public have confidence in us and express satisfaction with our policing service

Levels of crime and anti-social behaviour remain low

Our communities feel safe

STRATEGIC AIMS

- Strengthen the confidence of all our communities and improve public satisfaction levels
- Protect vulnerable people
- Improve the service offered to victims and witnesses
- Tackle crime and anti-social behaviour
- Ensure sufficient capability and capacity to address major, serious and organised crime, and civil contingencies
- Bring offenders to justice
- Reduce the harm caused by drugs and alcohol misuse
- Reduce road casualties
- Use our resources efficiently and effectively

Introduction

This Policing Plan sets out the proposed arrangements for policing in West Mercia for 2009-2012 and gives particular emphasis to the objectives for the forthcoming year in the local authority areas of Herefordshire, Shropshire, Telford & Wrekin and Worcestershire. It is a shared plan, prepared by West Mercia Police and West Mercia Police Authority.

In September 2008 the Chief Constable initiated a major consultation process which engaged, amongst others, all of the senior staff and members of the Police Authority.

This led us to summarise our Mission over the next 3 years to be:

Serving – Protecting – Making the Difference.

In support of this Mission, our revised Policing Plan sets out the personal values that we all subscribe to as members of West Mercia Police, describes the outcomes that we expect to see in the years ahead, and lays out our broad strategic aims for the next 3 years together with a range of specific priorities for the next 12 months. It also identifies the relatively small set of measures that we will use to track progress in delivering both our intended outcomes and the commitments that we have made to our public through our recently adopted West Mercia Policing Pledge.

The West Mercia Environment

West Mercia Police is responsible for policing a diverse region of 2,868 square miles, making it the fourth largest police area in England and Wales. Whilst the area has five large urban areas, namely Worcester, Redditch, Hereford, Shrewsbury and Telford, the region is predominantly rural, with some areas, particularly Herefordshire, deemed 'sparse' in population terms.

We operate through five 'Divisions' – Herefordshire, North Worcestershire, South Worcestershire, Shrewsbury and Telford & Wrekin. The main headquarters site is based at Hindlip near Worcester.



West Mercia Police has 47 police stations (Home Office definition¹), and uses or occupies a further 102 properties. By the end of March 2010 we aim to have 85% of police stations fully compliant with the Disability Discrimination Act with regard to public accessibility.

KEY FACTS	
Area	7,428sq kilometres (2,868 sq miles)
Population	1,186,400 (2.3% minority ethnic)
Dwellings	495,000
Roads	13,621 kilometres (8,464 miles)
Budget	£197.6 million
Miles travelled by police vehicles	11.4 million per year

PERSONNEL	
Police Officers	2481
Police Staff	1765
Community Support Officers	283
Special Constables	270
36 (1.5%) police officers are from minority ethnic communities and 681 (27.3%) are women	

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

Local Policing Teams

Our 145 Local Policing Teams, first established in 2006, are now firmly embedded throughout West Mercia. Each Team consists of at least one police officer and one community support officer, supported by response officers and other specialist staff. Their key role is to listen to the needs and concerns of people living and working in their area and ensure that communities have a genuine say in identifying issues that are to be addressed as priorities.

Formal consultation takes place through PACT (Partners and Communities Together) events such as meetings, surgeries and surveys, although concerns can be brought to the attention of Local Policing Teams at any time.

Within the "[Local Policing](#)" section of our website you can see:

- The names, photographs and contact details of the members of your Local Policing Team
- The latest policing priorities in your area
- Local crime information
- Dates and times of PACT meetings
- Information on how you can get involved

Volunteers

West Mercia Police and the Police Authority are grateful for the continued support from the numerous volunteer schemes that operate throughout the force area. Ranging from the Special Constabulary to Watch schemes (such as Neighbourhood Watch, Business Watch and School Watch) to victim and witness care services (Victim Support and Witness Care Units), all make a valuable and valued contribution to our efforts in ensuring that West Mercia remains a safe area in which to live and work.

We will continue to look for new opportunities to strengthen these relationships and establish new ones in the year ahead.

Building on Outstanding Results

West Mercia is an organisation to be proud of in terms of performance, reputation and, crucially, the quality of our staff:

- Recorded crime has fallen consistently over recent years. In the year ending March 2008, total recorded crime fell by 2.5% to 80,054 incidents, resulting in 2,041 fewer victims of crime.

Crime volumes	2005/06	2006/07	2007/08	Change 2007/08 vs 2005/06
Total Recorded Crime	85,353	82,095	80,054	Down by 6.2%
Domestic Burglary	3,738	3,260	3,654	Down by 2.2%
Violent Crime	17,166	17,510	17,271	Up by 0.6%
Vehicle Crime	9,752	8,865	8,492	Down by 12.9%
Sanction Detection Rate	31.8%	32.5%	29%	3.5 point reduction

- 90.4% of the 150,575 emergency 999 calls we received in 2007/08 were answered within 10 seconds
- 94% of the 1,028,667 non-emergency calls we received in 2007/08 were answered within 30 seconds
- We continue to be one of the leading forces for domestic abuse support and have ensured that a Crimestoppers initiative to encourage third party reporting of domestic abuse becomes a national project. People can contact Crimestoppers anonymously on 0800 555 111 if they suspect someone they know is being abused
- Our Legal Services Department gained Lexcel accreditation in August 2008 following assessment by the Law Society
- Superintendent Jane Horwood received the 2008 British Association of Women in Policing Award for Mentoring and the 2008 Mentoring Award from the International Association of Women Police
- The Department for Transport, Road Casualties Great Britain 2007 report confirmed that West Mercia is the top performing force within it's most similar families in delivering reductions against the measures of 'Killed or Seriously Injured' casualties

The Police Authority

We are an independent body comprising 17 members responsible for overseeing and securing the maintenance of an efficient and effective police service for the public of West Mercia. Although we do not interfere with day to day operational decisions, we maintain contact with senior police officers and staff and aim to reflect public opinion on key policing issues.

Who we are:

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

What we do:

Ensure adequate policing is in place

The Police Authority is responsible for ensuring that adequate policing is in place for its area. It employs over 2,000 police staff, including Community Support Officers, and oversees the work of its 2,500 police officers.

Appoint Chief Officers

The Authority directly appoints the most senior police officers who make up West Mercia's Police Command Team, including the Chief Constable.

Agree the priorities for policing

The priorities for policing are based on extensive consultation carried out by the Authority and West Mercia Police and take into account national influences and local partnership commitments. The rolling three year strategy and priorities for policing are agreed annually in February.

Set the annual budget and precept

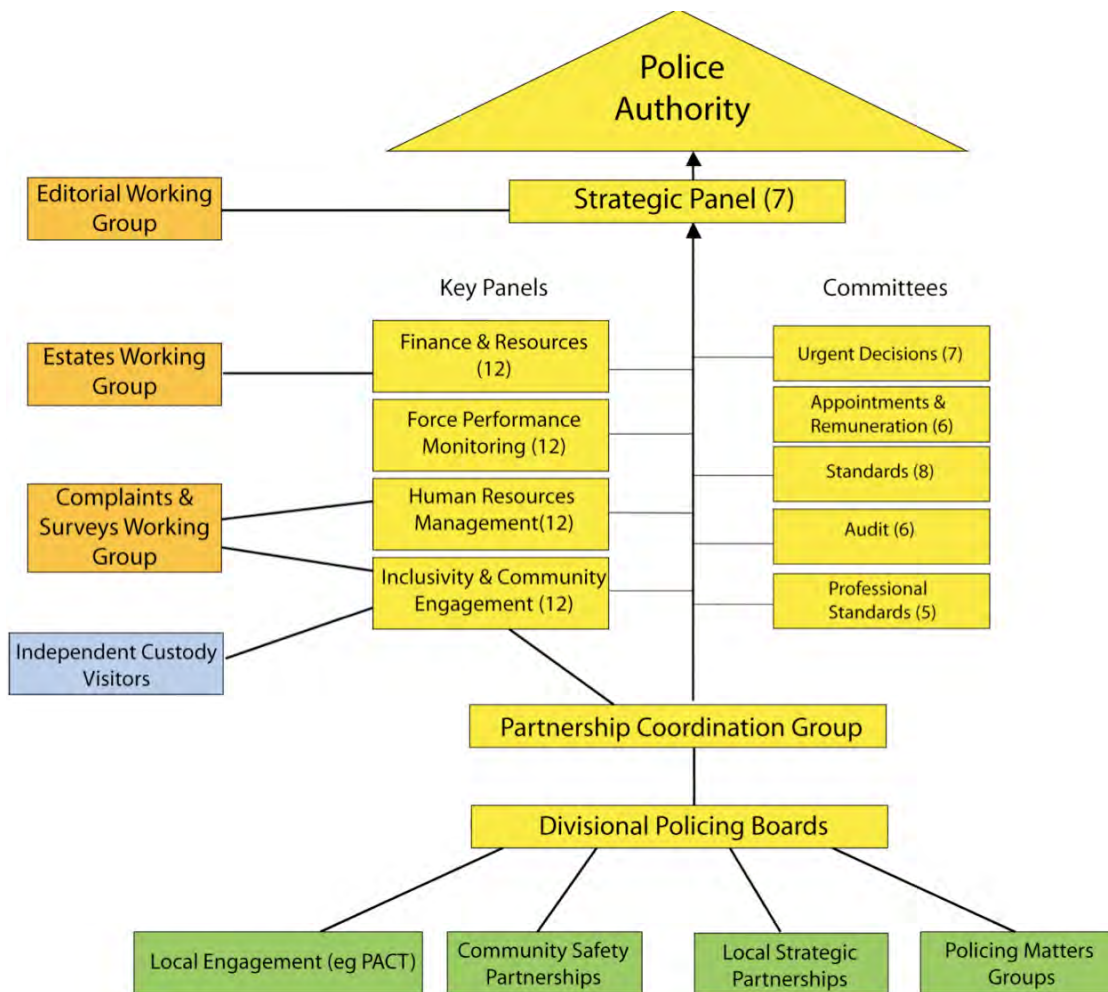
The police budget and police precept (collected through council tax) are set annually in February for the coming financial year commencing 1st April. The police precept accounts for approximately 10% of Council Tax.

Ensure financial propriety

The Authority employs a team of internal auditors and its Audit Committee regularly reviews financial practices and police spending. The Authority's financial control systems are subject to external independent review by the Audit Commission. For the last two years it has achieved the top score for Police Use of Resources, receiving the highest rating available for providing value for money and financial standing.

Hold the Chief Constable to account to deliver the policing priorities

The performance of West Mercia Police is monitored through feedback from local consultation and regular formal meetings of the Authority. The Police Authority meets in public four times a year and receives reports and recommendations on matters considered by its five standing panels and five Divisional Policing Boards. Each Panel and Policing Board adopts an annual work programme which is continually refreshed. Our meeting structure (which is currently under review) is shown below:



Consult

The Authority ensures that there are satisfactory arrangements for consultation with local communities regarding the policing of their area and that their views are taken into account in developing the priorities for policing and decision making.

In 2008 the Authority introduced Policing Matters meetings and events across the force area to support the Partners and Communities Together (PACT) engagement carried out by Local Policing Teams. Policing Matters meetings and events provide the opportunity for the public to meet their Divisional Commander and local Police Authority members, together with representatives of the Crown Prosecution Service and local Community Safety Partnership. Attendees can find out more about policing in the Police Division they live in, ask questions and make suggestions. The events and meetings also provide West Mercia Police and the Police Authority with an additional mechanism for consultation.

Publish Statutory Documents

- **The Policing Plan**

Sets out the Chief Constable's and Police Authority's agreed three year strategy and policing objectives for the year ahead. It outlines how policing services will be delivered and monitored over the next year and the planned resources available. (Published on the Authority's website)

- **The Annual Report**

A report on the performance of the police against targets set in the Policing Plan. (Published on the Authority's website)

- **Local Policing Summary**

Summary sent to each household annually providing information about the work of West Mercia Police and the Police Authority

- **Council Tax Leaflet**

Information on the precept and budget sent to each household annually with the council tax bill in March.

Work in Partnership

The Authority is one of the statutory members of the 11 Crime and Disorder Reduction Partnerships (also known as Community Safety Partnerships) that operate across the force area. The Authority is also represented on the four Local Strategic Partnerships which cover Shropshire, Herefordshire, Worcestershire and Telford & Wrekin responsible for the Local Area Agreements (three year agreements negotiated with Government to improve the wellbeing of an area).

Administer Custody Visitors Scheme

Custody Visitors are local independent volunteers who monitor, on behalf of the Authority, the welfare of people detained in police cells. Calling unannounced at any time of day or night, Custody Visitors talk in confidence to detainees and then report any problems, comments or complaints they may have.

Monitor Complaints Investigation

The Police Authority monitors how complaints are handled, checking to ensure that the complaints procedures have been carried out properly.

To contact us:

Visit www.westmerciapoliceauthority.gov.uk to email individual members and staff, for further information about the Police Authority, including meetings, consultation exercises and to view statutory publications.

Write to: West Mercia Police Authority, PO Box 487, Shrewsbury, SY2 6WB

Telephone: 01743 264690

Email: police.authority@westmercia.pnn.police.uk

Developing our strategy

In developing our priorities for 2009-12 we have taken into account national and local influences, local partnership commitments, the views of our communities and any recommendations made resulting from external assessments of our performance.

National influences

Public Service Agreements (PSAs)

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

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

Home Secretary's Strategic Policing Priorities for the Police Service in 2009/10

1. Continue to increase public confidence in the police through tackling local priorities; also to reduce and prevent crime and anti-social behaviour and help tackle the problems caused by drug and alcohol misuse, in line with PSAs 23 and 25, and in a coordinated approach with other CJS (Criminal Justice System) partners deliver an effective criminal justice response in line with PSA 24
2. Work jointly with police forces and other agencies, such as SOCA (Serious Organised Crime Agency) and UKBA (UK Border Agency), to ensure that the capability and capacity exists across England and Wales to deliver effective protective services, including tackling serious and organised crime
3. Work with and through partners and local communities to tackle terrorism and violent extremism in line with the counter terrorism strategy (CONTEST) and PSA 26
4. Work in all of the above, in line with the Efficiency and Productivity Strategy for the Police Service, to ensure the best use of resources to deliver: significant cashable improvements; more effective deployment of the workforce; and to realise benefits of new technology

Recent and current Government strategies/papers

- Home Office Crime Reduction Strategy 2008-11
- Criminal Justice Strategy 2008-11,
- Three-year plan for tackling violence “Saving Lives, Reducing Harm, Protecting the Public”
- Policing Green paper
- Policing Pledge
- Single top-down target to improve the public’s confidence that the crime and anti-social behaviour issues that matter locally are being tackled

Local influences

Satisfaction and confidence

User Satisfaction Surveys

We want to provide the best service we can to our communities and understand the positive affect providing a good quality of service has on peoples' feelings of trust and confidence in their local police service. We carry out surveys of victims of crime on a regular basis. The vast majority of people are very pleased with the service they received but this is not the case on every occasion. Listening to people's views helps us identify what lessons we can learn and how we can continually aim to do things better. It also enables us to give good feedback to officers and other staff when people have been particularly pleased with the service.

Crime and Safety Partnership Survey

This annual survey was posted to 58,267 West Mercia residents in 2008 and 14,805 people responded, giving a 25% response rate. The survey findings show that the following issues are perceived to be the biggest problem in respondents' neighbourhoods:

<i>% agree is a problem</i>
1. Speeding traffic (70%)
2. Groups loitering (66%)
3. Under-age drinking (65%)
4. Rubbish / litter (56%)
5. People being drunk / rowdy in public places (56%)

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

1. Speeding traffic (35%)
2. Groups loitering (24%)
3. Under-age drinking (21%)
4. Cars parked illegally, dangerously or inconveniently (17%)
5. Drug dealing (15%)

A Young People's Crime and Safety Survey was conducted in Worcestershire and Telford in October 2008. In total, over 3,500 young people aged 10-16 completed the survey. The five issues which young people most frequently reported were problems in the area where they live or go to school were as follows:

- Groups of people hanging around in public places
- Under-age drinking
- Vandalism/graffiti
- Drunk people causing problems in public places
- Being pestered / shouted at by strangers in public places

We are conducting similar consultation exercises jointly with our partner organisations in the remaining West Mercia counties.

Partners and Communities Together (PACT)

The most frequently raised PACT priorities from January 2008 - January 2009 were:

1. Speeding traffic
2. Cars parked illegally/inconveniently
3. Anti-social behaviour - inappropriate gathering/loitering/nuisance (youth related)

Particularly noteworthy in terms of local issues is speeding, which features prominently both in the Crime and Safety Partnership Survey and PACT. One of our key priorities for 2009/10 is a reduction in speeding and anti-social driving. West Mercia Police also works with thirteen other public authorities in the Safer Roads Partnership, with the aim of making the roads in our region safer for all users.

Local area agreements

Local Area Agreements are three-year agreements, negotiated between Local Strategic Partnerships (LSPs) and central government which describe how local priorities will be met by delivering local solutions. There are four LSPs in West Mercia covering Herefordshire, Shropshire, Telford & Wrekin and Worcestershire. The table below lists where West Mercia Police and/or the Police Authority are, either as named partners or part of a partnership, working to deliver improvements against the indicators.

	Indicator	Herefordshire	Shropshire	Telford & Wrekin	Worcestershire
NI 1	% of people who believe people from different backgrounds get on well together in their local area	√			
NI 2	% of people who feel that they belong to their neighbourhood				√
NI 16	Serious acquisitive crime rate		√ *		
NI 17	Perceptions of anti-social behaviour	√		√	√
NI 18	Adult re-offending rates for those under probation supervision				√
NI 19	Rate of proven re-offending by young offenders	√			
NI 20	Assault with injury crime rate		√ *	√	√ *
NI 21	Dealing with local concerns about anti-social behaviour and crime by the local council and police				√ *
NI 30	Re-offending rate of prolific and priority offenders	√	√	√	
NI 32	Repeat incidents of domestic violence		√	√	
NI 39	Alcohol-harm related hospital admission rates	√ (LI)	√	√	√
NI 47	People killed or seriously injured in road traffic accidents	√	√		
NI 111	First time entrants to the Youth Justice System aged 10-17			√	
NI 123	16+ current smoking rate prevalence				√
LI	Strengthening resilience to and recovery from civil emergencies which may have a long term impact on Herefordshire communities through effective partnership planning and co-ordination	√			
LI	Children who have experienced bullying				√

* = lead partner

LI = Local Indicator

Crime and Disorder Reduction Partnerships (CDRPs)

There are eleven Crime and Disorder Reduction Partnerships (also known as Community Safety Partnerships) within West Mercia. Each CDRP focuses on local crime and disorder issues, common themes across all the CDRPs in West Mercia are:

- Drug and alcohol issues
- Anti-social behaviour
- Feelings of safety

The Local Criminal Justice Board

The West Mercia Local Criminal Justice Board (LCJB) is responsible for the local delivery of national criminal justice system targets and priorities. The Board is made up of senior officers from each of the criminal justice statutory agencies (Police, Crown Prosecution Service, Her Majesty's Courts Service, Probation, Prison Service, Youth Justice Board) together with representatives from the Legal Services Commission, Victim Support, the CDRP network and the criminal defence community.

In 2009/10 the Board will focus on the national PSA target 24 to "*Deliver a more effective, transparent and responsive criminal justice system for victims and the public*" by:

- Increasing the efficiency and effectiveness of the criminal justice system in bringing offenders to justice
- Increasing public confidence in the fairness and effectiveness of the criminal justice system
- Increasing victim and witness satisfaction with the criminal justice system
- Identifying and addressing race disproportionality at key stages in the criminal justice system
- Increasing the quantity of criminal assets recovered
- Ensuring compliance with and enforcement of court orders and warrants.

Policing Matters Groups

Newly established during 2008, these public meetings provide residents with the opportunity to meet their Divisional Police Commander, Police Authority members and partner agencies to give their opinion on more strategic policing issues in their area.

Consultation Events

In developing the 2009/10 Policing Plan, we circulated the broad principles of the plan to partners, business and community representatives and invited individuals to attend either of two consultation events.

Audit and Inspections

As a result of Her Majesty's Inspectorate of Constabulary Inspection of Major Crime in West Mercia, one recommendation was made:

“Urgent steps should be taken to ensure that victims of rape and serious sexual assault have acceptable and timely access to trained officers at the time of initial reporting, and effective co-ordination and supervision of SOLOs (sexual offences liaison officers) should be implemented.”

To address this recommendation we have developed a model of Specially Trained Officers (STOs) who will be available 24 hours a day to deal with reports of rape. Each of our five Divisions has identified and trained a minimum of 8 STOs who will be supported, evaluated and monitored by designated divisional coordinators as well as the force Rape Steering Group.

Our Priorities

This table sets out our broad strategic aims for the next three years, our priorities for the next 12 months and the resulting outcomes we expect to see.

Outcomes	Strategic Aims 2009-12	Priorities for 2009/10
The public have confidence in us and express satisfaction with our policing service	Strengthen the confidence of all our communities and improve public satisfaction levels	<ul style="list-style-type: none"> • Identify and respond to issues of local concern • Increase our accessibility to the public through improved communications and the availability of local information concerning crime, including court results • Endeavour to deliver our services to the standards and principles contained within the West Mercia Policing Pledge
	Protect vulnerable people	<ul style="list-style-type: none"> • Focus on the management of sex offenders and other offenders who pose a risk to the public and take a positive approach towards dealing with domestic abuse, child abuse, hate crime and missing persons • Use Multi-Agency Public Protection Arrangements (MAPPA) and Multi-Agency Risk Assessment Conferences (MARAC) in partnership with others to increase our effectiveness in protecting vulnerable people
	Improve the service offered to victims and witnesses	<ul style="list-style-type: none"> • Fully comply with the requirements of the national Victims Code and keep people informed on the progress of their case • Redesign our key processes around the needs of service users
Levels of crime and anti-social behaviour remain low	Tackle crime and anti-social behaviour	<ul style="list-style-type: none"> • Focus on: a) house burglary b) robbery c) serious violence d) anti-social behaviour
	Ensure sufficient capability and capacity to address major, serious and organised crime, and civil contingencies	<ul style="list-style-type: none"> • Maintain appropriate levels of operational resilience • Identify new opportunities for collaboration and joint working with neighbouring forces • Develop our counter-terrorism (CONTEST) strategy • Provide an effective response to civil emergencies
	Bring offenders to justice	<ul style="list-style-type: none"> • Work with local Criminal Justice agencies to reduce re-offending • Improve our investigative processes through the implementation of our RESULT! programme
	Reduce the harm caused by drugs and alcohol misuse	<ul style="list-style-type: none"> • Tackle alcohol related violence • In partnership with other agencies address issues of underage drinking • Disrupt the availability and supply of illegal drugs in our communities
Our communities feel safe	Reduce road casualties	<ul style="list-style-type: none"> • Together with partner agencies use targeted enforcement and education campaigns to reduce instances of speeding and anti-social driving
	Use our resources efficiently and effectively	<ul style="list-style-type: none"> • Ensure, through a comprehensive business review process, that we are appropriately resourced and configured • Ensure that appropriately skilled and trained staff are deployed in key roles • Maximise the potential for IT and other technological solutions to support front line services • Identify opportunities for reducing our environmental impact

Measures of our success

The measures we will use to track progress in delivering our outcomes are:

	Target 2009/10
Public Confidence. The percentage of respondents who agree or tend to agree that the police and local council are dealing with the anti-social behaviour and crime issues that matter in their area (measured by the British Crime Survey)	50%
Overall victim satisfaction with service provided by the police (measured by West Mercia User Satisfaction Surveys)	86%
Number of serious violent crimes: a) serious violence against the person b) serious sexual offences	a) maintain or improve 2008/09 performance b) to be monitored by Police Authority
Total sanction detection rate* for serious violent crime a) serious violence against the person b) serious sexual offences	a) 48% b) 30%
Number of: a) robberies b) house burglaries	a) to be monitored by Police Authority b) maintain or improve 2008/09 performance
Total sanction detection rate* for: a) robbery b) house burglary	a) 27% b) 21%
Alcohol related crime as measured by the number of less serious injury assaults	To be monitored by Police Authority
Total number of crimes recorded	Maintain or improve 2008/09 performance
The number of fatal and serious road traffic casualties	800 or fewer (Govt year 2010 target)
Public perceptions of feelings of safety and fear of crime (measured by the Crime and Safety Partnership Survey)	<i>Measure under development to establish the baseline</i>
Delivery of the Policing Pledge	To be monitored by Police Authority

*detections resulting in action being taken against the offender responsible

Performance indicators are assessed on an ongoing basis and are reviewed formally at a monthly meeting of Chief Officers and Senior Managers. The Police Authority is regularly informed of performance across a range of matters including the measures set out above. Members receive monthly monitoring reports and review performance in detail at scheduled Panel meetings.

The West Mercia Policing Pledge

West Mercia is committed to deliver the new national Policing Pledge which gives the public a clear minimum standard of service which we will deliver.

There are 10 elements within the Pledge that broadly fit into three core themes:-

- Community Engagement and Consultation
- Contact Management and Response
- Victim, Witness and Customer Care

To read the full West Mercia pledge, please [click here](#).

Collaboration

West Mercia Police has established formal arrangements for collaborative working with the three other police forces within the West Midlands Region (Staffordshire, Warwickshire and West Midlands). The Regional Collaboration Statement of Purpose sets out the principles which provide an agreed framework within which to pursue collaborative opportunities.

Examples of regional collaboration include:

- The Regional Task Force (comprising the Regional Asset Recovery Team and the Regional Intelligence Unit) provides a partnership approach to tackle serious and organised crime across the West Midlands Region
- Central Motorway Police Group - a three force policing service made up of 140 police officers and 29 support staff responsible for patrolling the motorways of the West Midlands, West Mercia and Staffordshire force areas
- Our police helicopter, based at Wolverhampton airport, Stourbridge, is shared with Staffordshire Police
- The Regional Protective Services Group comprises Assistant Chief Constables from the West Mercia, Staffordshire, Warwickshire and West Midlands forces and senior representatives from HM Revenue and Customs and SOCA (Serious Organised Crime Agency)
- Business continuity arrangements are in place within our region in respect of Fingerprints, High Tech Crime Unit, Photographic and Scenes of Crime
- West Mercia is leading the West Midlands regional collaboration for forensic services
- 48 of West Mercia's 75 main contracts are collaborative arrangements using regional or national agreements. During 2009/10, we will be working on a further 22 areas of collaborative procurement.

Protective Services

In 2005 Her Majesty's Inspectorate of Constabulary (HMIC) report, "Closing the Gap" highlighted that protective services needed to be strengthened in capability and capacity by the majority of police forces. Protective Services include the police response to counter terrorism and extremism, serious organised and cross border crime, civil contingencies and emergency planning, critical incident management, major crime, public order, strategic roads policing and protecting vulnerable people.

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

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

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

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

The Regional Protective Services Group's objectives are to meet with partner agencies to provide strategic direction for protective services collaboration across the region and to identify further collaborative opportunities where these will reduce risk and add value. Various formal and informal networks are now developing across the region to enhance protective services collaboration in areas such as:

- Firearms;
- Police Search;
- Crimes in Action

Diversity

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

[Click here](#) to view West Mercia Police's Equality Schemes

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

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 2009/10 is £197.6 million after use of reserves. This comprises:

	£m
Employee costs	183.1
Premises	8.3
Transport	6.4
Supplies and services	23.0
Capital financing	1.9
	<u>222.7</u>
Income	22.2
	<u>200.5</u>
Less use of reserves	2.9
	<u>197.6</u>

The budget is received from the following sources:

	£m
Government Grants	121.8
Council Tax	75.8
	<u>197.6</u>

Investment Programme

The investment programme for 2009/10 will allocate £26.5 million to priority areas. This will include:

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

Efficiency and Productivity Plan

West Mercia has a good track record of achieving efficiencies and since 1999 has achieved a cumulative total of £42 million efficiency savings. This exceeds the target set by the Home Office when the formal regime of recording was introduced.

For the three years of Comprehensive Spending Review (CSR) period 2008-2011, police forces are expected to identify efficiency gains to a total of 9.3% of gross revenue expenditure. For West Mercia the amount required will be a target of £19.5 million, which given our previous track record will be an ambitious one.

West Mercia has already recorded £10 million of efficiency gains in 2008/09 which is in excess of the planned target. We are developing a Strategic Resource Leverage process to identify further efficiency gains with some specific projects already in progress. The potential areas for further savings are:

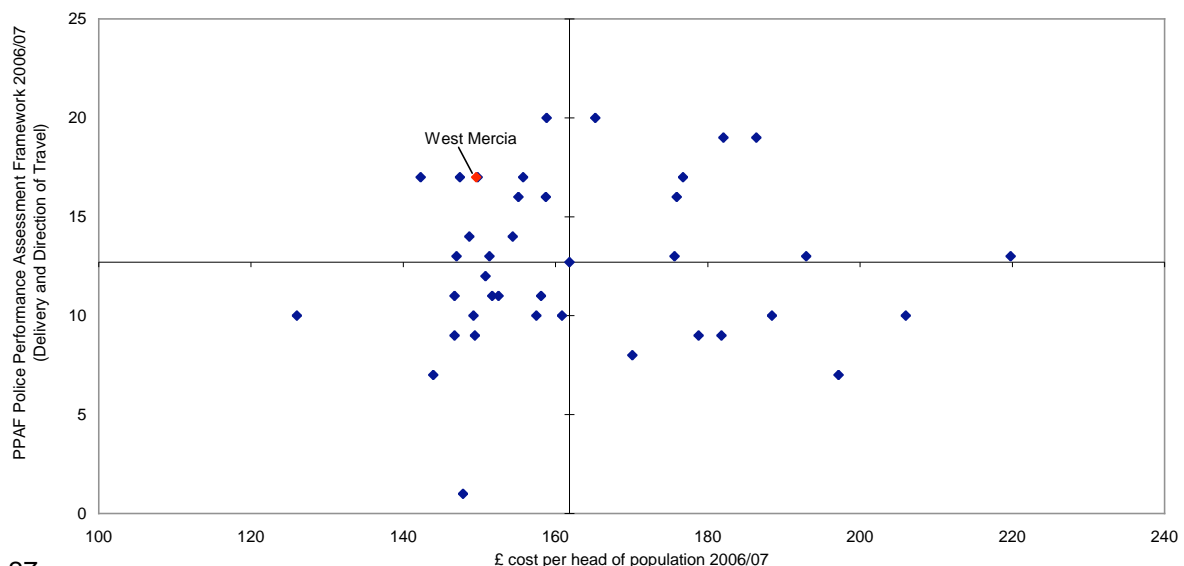
- Workforce Modernisation
- Procurement
- Process Improvement
- Sustainability

The focus of the Home Office's Efficiency Planning Strategy is on productivity. In accordance with their guidelines the sources and reinvestment areas of efficiency initiatives will be subject to assessment by Key Performance Measures and Statutory Performance Indicators.

The following performance/cost matrix drawn from the last Home Office publication of Policing Performance Assessment Framework data confirms that West Mercia is a value for money force since it delivers upper quartile performance on lower quartile resources. Further evidence of value for money service provision is our top ranking in the Audit Commission's Police Use of Resources Evaluation where West Mercia received the top score for value for money for the third year running.

Making the taxpayers' £ go further in West Mercia

Performance and Cost Matrix (all forces excluding London)



Procurement Statement

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

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

For all major contracts that involve staff transfer, compliance with the 'Code of Practice on Workforce Matters in Police Authority Service Contracts' is part of the contract documentation. During 2008/09 there were no contracts awarded which involved the transfer of Police Authority staff.

Human Resources

The Personnel and Development Plan sets out our priorities to meet the key requirements of the People Strategy for 2009/12 and also that of the Annual Policing Plan for 2009/10. Key areas for improvement this year include:

- A review of our key people management processes to streamline systems, improve productivity and efficiency, and quicken decision making.
- To ensure the corporate and consistent application of people policies and procedures.
- To continue to focus on the health and well being of our police officers and staff.
- A focus on improving customer satisfaction and confidence.

A. Designing and Planning Our Workforce

Our aim is to create a flexible and resilient workforce with both the capability and the capacity to deliver the services required by the communities of West Mercia

- A1 To recruit and train sufficient police officers, community support officers, police staff and special constables to maximise our operational capacity and resilience. This will be achieved within a financial constraint of a 2% vacancy factor without the need for any compulsory redundancies.
- A2 To develop a Recruitment Campaign for special constables with the aim of increasing the number of special constables in line with the Special Constabulary National Strategy by 25% by 31st March 2010.
- A3 To review our policies and procedures re police officers and staff on restricted and recuperative duties.
- A4 To continue to look for opportunities to progress shared services and to collaborate with other Forces or partners where cost effective to do so.

B. Managing Resources, Careers and Talent

We attract, select, retain and develop a skilled and committed workforce, reflecting the communities we serve

- B1 To further develop and enhance our positive action initiatives to achieve a workforce representative of the communities we serve.
- Particularly black and minority ethnic police officers and staff with the aim of meeting our Dismantling Barriers targets, and
 - Women police officers with a particular emphasis on increasing the number of female Sergeants and Inspectors
- B2 To review our policy and procedure re promotion of police officers.
- B3 To meet our anticipated promotion requirements for police officers in 2009/10.
- B4 To review our policy, procedure and processes re police staff recruitment.
- B5 To establish a project in order to introduce processes for effective management of talent and succession planning.

C. Enabling Our People to Perform Better

Our people are clear on what is expected of them, in an environment where good performance is promoted, continuous improvement encouraged and poor performance addressed

- C1 To review our policies and procedures re:
- PDR (performance and development review)
 - Grievance
 - Capability
- C2 To ensure the effective implementation of new or revised people policies and procedures.
- C3 To review and simplify all ICF (integrated competency framework) role profiles following the rationalisation of post titles.

D. Learning and Developing

We encourage our people to take responsibility for their own personal development to meet the needs of the communities we serve and the organisation

- D1 To establish a Strategic Training Board as a means of prioritising training demand and delivery.
- D2 To deliver the requirements of the annual Learning and Development Business Plan.
- D3 To implement recommendations as appropriate following the evaluation of the Initial Police Learning and Development Programme (IPLDP).
- D4 To ensure that learning and development activities embrace the principles of Citizen Focus and support the Policing Pledge.

E. Upholding High Standards of Leadership and Management

We expect our people to demonstrate leadership qualities when undertaking their duties and roles. Where it is apparent that individuals have the capability to become future leaders and managers, we provide the appropriate opportunities for development

- E1 To maintain the standards identified for recognised national accreditation processes including Investors in People, Charter Mark etc.
- E2 To ensure that lessons are learned both individually and organisationally and continuous improvement is maintained.
- E3 To implement the recommendations of the RESULT Programme and to review and develop the Core Leadership Development Programme in line with the NPIA (National Policing Improvement Agency) Update.

F. Ensuring Health and Wellbeing

We promote and sustain a healthy, safe and supportive environment

- F1 To support our managers reduce the days lost due to sickness absence and meet targets for police officers and police staff.
- F2 To review our arrangements for the provision of welfare support.
- F3 To review our policy and procedure re physiotherapy and, in conjunction with Procurement, ensure that this area of business is subject to tender.
- F4 To review our mandatory health screening arrangements to ensure statutory compliance with particular reference to night workers and audiometric tests.
- F5 To implement management safety audits and review our overall approach to the provision of health and safety.
- F6 To enhance the provision of health and safety training to relevant managers.
- F7 To review the provision of first aid training.

G. Engaging With Our People

We ensure our people are engaged and involved in delivering our strategic aims

- G1 To ensure effective staff consultation on all issues particularly those affecting change.
- G2 To contribute to the development of a staff survey and ensure that action is taken to address key priorities arising from the outcomes.

H. Recognising and Rewarding Achievement

We recognise achievements of individuals and teams in a fair and consistent manner

- H1 To recognise achievement in the learning and development environment in a positive way.

I. Technology Supporting People Management

The technology, science and systems we use aid effective people management processes

- I1 To complete the Grapevine Project ensuring the upgrade of our computerised personnel information system from ORACLE to ORIGIN, the integration of ORIGIN with other relevant computer systems, and the review of associated business processes. In particular:
- PDR (performance and development review)
 - Police officer recruitment
 - Duty Management including the monitoring of working time and annual leave
 - Identifying and addressing learning and development needs

Appendix 1

Inspection and audit

Police Performance – 2007/08

This annual assessment forms part of the Policing Performance Assessment Framework (PPAF) developed by the Home Office and Her Majesty's Inspectorate of Constabulary (HMIC), with support from the Association of Police Authorities and the Association of Chief Police Officers.

It reports data against each of the Statutory Performance Indicators (SPIs) for Policing, and covers information on priorities set locally, inspections carried out by HMIC in 2007-08 and the results of the Audit Commission's Police Use of Resources Evaluation (PURE).

[Click here](#) to view the full report

Her Majesty's Inspectorate of Constabulary (HMIC) Inspections

	<u>Inspection Grade</u>
Delivery of Citizen Focus	Meets the standard
Neighbourhood Policing	Meets the standard
Major Crime	Meets the standard

The inspection of 'Major Crime' made one recommendation:

"Urgent steps should be taken to ensure that victims of rape and serious sexual assault have acceptable and timely access to trained officers at the time of initial reporting, and effective co-ordination and supervision of SOLOs (sexual offences liaison officers) should be implemented."

To address this recommendation we have developed a model of Specially Trained Officers (STOs) who will be available 24 hours a day to deal with reports of rape. Each of our five Divisions has identified and trained a minimum of 8 STOs who will be supported, evaluated and monitored by designated divisional coordinators as well as the force Rape Steering Group.

Corporate Governance Review of Police Authority

West Mercia Police Authority undertook a voluntary inspection of its Corporate Governance arrangements, which was conducted by PriceWaterhouseCoopers in 2006 and has been repeated in 2008. The Authority has received a rating of four Excellents and two Goods (previously two Excellents and four Goods).

[Click here](#) to view the report

Annual Audit Letter 2007/08

This Letter provides an overall summary of the Audit Commission's assessment of the Authority, based on audit work performed in relation to the accounting period ending 31 March 2008.

Audit of the accounts

An unqualified opinion on the Authority's accounts was issued on 17 July 2008.

Value for money conclusion

The Authority have proper arrangements in place to secure economy, efficiency and effectiveness in the use of resources.

Police Use of Resources scores

The Authority continued to demonstrate that it manages its services effectively and provides good value for money.

THEME	Assessment
Financial reporting	3
Financial management	3
Financial standing	4
Internal control	3
Value for money	4
Overall assessment of the Audit Commission	4

1 = inadequate performance

2 = adequate performance

3 = performing well

4 = performing strongly

West Mercia received an overall score of 4 – well above minimum requirements – with a score of 4 for Value for Money for the third year running.

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

GLOSSARY

APA	Association of Police Authorities
BME	Black and minority ethnic
CDRP	Crime and Disorder Reduction Partnership
CJS	Criminal Justice System
CONTEST	The Government's Counter-Terrorism Strategy
CSR	Comprehensive Spending Review
Division	Policing Districts which match the boundaries of local authorities
HMIC	Her Majesty's Inspectorate of Constabulary
HR	Human Resources
ICF	Integrated competency framework
IPLDP	Initial Police Learning and Development Programme
LAA	Local Area Agreement
LCJB	Local Criminal Justice Board
LSP	Local Strategic Partnership
MAPPA	Multi-Agency Public Protection Arrangements
MARAC	Multi-Agency Risk Assessment Conferences
NPIA	National Policing Improvement Agency
PACT	Partners and Communities Together
PDR	Performance and development review
PPAF	Policing Performance Assessment Framework
Protective Services	Includes counter-terrorism and extremism, serious organised and cross-border crime, civil contingencies and emergency planning, critical incident management, major crime (requiring the appointment of a senior investigating officer), public order, strategic roads policing and protecting vulnerable people.

PSA	Public Service Agreement targets – agreed between Government departments and HM Treasury. Police forces are expected to make a significant contribution to achieving Home Office targets.
PURE	Police Use of Resources Evaluation
Sanction Detection	Offences detected by way of charge, summons, caution, fixed penalty for disorder or offences admitted and taken into consideration
SOCA	Serious Organised Crime Agency
SOLO	Sexual Offence Liaison Officer
SPI	Statutory Performance Indicator
STO	Specially Trained Officer
UKBA	UK Border Agency