



## West Midlands Police

### Baseline Assessment October 2006



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## Introduction to Baseline Assessment

Since March 2004, Her Majesty's Inspectorate of Constabulary (HMIC) has conducted a periodic, strategic-level performance review of each Home Office police force in England and Wales. For a range of policing activities, forces are assessed as delivering performance that is Excellent, Good, Fair or Poor. The process is known as baseline assessment (BA) and this report covers the assessment for the financial year 2005/06; performance outside this period is not taken into account in determining grades. The assessments focus on the high-level processes of police forces and their results. The assessments are undertaken by regional HM Inspectors, supported by experienced police officers and police staff on secondment.

BA is designed primarily as a self-assessment, with the degree of validation/reality-checking undertaken by HMIC dependent on a force's overall performance and the rigour of its internal assessment processes. It is important to recognise that BA is not a traditional inspection; rather, it helps HMIC focus its inspection effort where it is most needed. A formal statutory inspection may still be necessary where there is evidence of systemic underperformance and poor leadership.

In addition to the qualitative assessments contained in this report, force performance is also measured by a series of key quantitative indicators. The most important indicators are statutory performance indicators (SPIs), which are determined each year by the Home Secretary and which Police Authorities/forces must report to the Home Office. Examples of SPIs include crime incidence and detection rates, as well as relevant management information such as sickness absence and ethnic recruitment rates. Results for these SPIs are also graded using the Excellent, Good, Fair and Poor categories. These SPI grades are added to HMIC BA grades to provide a fuller picture of police performance; the joint results are published annually in October and can be found on the internet at [police.homeoffice.gov.uk/performance](http://police.homeoffice.gov.uk/performance)

Policing has undergone significant changes in recent years as the country adapts to new forms of terrorism and criminality. As policing is dynamic, so also must be the form of assessment. Dominating much of HMIC's recent thinking is the need for the service to modernise its workforce while providing better 'protective services', as identified in the *Closing the Gap* report published in 2005. On-site activity for the 2005/06 baseline concentrated on these areas, but could not – given ministerial priorities – ignore volume crime and the roll-out of neighbourhood policing. As forces and Police Authorities consider options for change to meet new challenges with constrained resources, a force-by-force balance sheet of strengths and areas for improvement is critical contextual information.

### Priority Frameworks

Seven BA areas were designated as priority frameworks for on-site validation, to reflect the need to improve protective services and deliver key policing objectives. These were:

- managing critical incidents and major crime;
- tackling serious and organised criminality;
- providing specialist operational support;
- strategic roads policing;
- protecting vulnerable people;
- neighbourhood policing; and

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- leadership and direction.

These areas were the key focus of on-site validation by HMIC staff; the first five can be loosely classified as protective services. Other frameworks were assessed primarily by desk-top reviews of the evidence submitted by forces, using the framework key issues and specific grading criteria (SGC) as an indicative guide.

### **Force Amalgamations**

Following the challenges highlighted with regard to protective services capability and capacity in the summer of 2005, all forces undertook significant additional work on options to 'close the gap'. The Home Secretary directed that business cases should be prepared and submitted by December 2005. The BA report thus reflects, in many of the frameworks, activity and effort to produce and assess options for change. It is vital to acknowledge the energy and commitment given to the prospect of a major restructuring of the service, which inevitably gave rise to some turbulence during this period.

At the end of July 2006, the Home Secretary indicated that the restructuring of forces would not be pursued at this time. The agenda to improve protective services is to be advanced by forces and Police Authorities through alternative means such as collaboration. Progress to 'narrow the gap' between existing capability and that which is needed will be assessed by HMIC in future inspection activity.

### **The Grading Process**

Forces have been graded for both service delivery and direction of travel. It is important to remember that, for most activities, delivery is measured through the use of most similar force (MSF) groups, whereby forces are compared with peers facing similar policing challenges. For direction of travel, the grade is awarded largely in respect of the force's own previous performance. A vital component of the grading process is SGC, which outlines, for each activity, what represents Excellent, Good, Fair and Poor levels of performance. The criteria were developed in conjunction with expert practitioners and Association of Chief Police Officers (ACPO) business/portfolio leads, who were also involved in the national moderation process to help ensure that these criteria were applied fairly and consistently.

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### **Service delivery grade**

This grade is a reflection of the performance delivery by the force over the assessment period 1 April 2005 to 31 March 2006. One of four grades can be awarded, according to performance assessed against the SGC (see full list of SGCs at <http://inspectorates.homeoffice.gov.uk/hmic/methodologies/baseline-introduction/ba-methodology-06/?version=1>).

#### *Excellent*

This grade describes the highest level of performance in service delivery – eg top quartile, where relevant – and achieving full compliance with codes of practice or national guidance. It is expected that few forces will achieve this very high standard for a given activity. To achieve Excellent, forces are expected to have attained **all** the criteria set out in Fair and the vast majority of those set out in Good. In addition, two other factors will attract an Excellent grade:

- The force should be recognised, or be able to act, as a ‘beacon’ to others, and be accepted within the service as a source of leading-edge practice. Examples where other forces have successfully imported practices would be good evidence of this.
- HMIC is committed to supporting innovative forces and we would expect Excellent forces to have introduced and evaluated new ways of improving performance.

#### *Good*

Good is defined in the Collins dictionary as ‘of a high quality or level’ and denotes performance above the norm – in many cases, performance that is above the MSF average. To reach this standard, forces have to meet in full the criteria set out in Fair and most of the criteria set out in Good.

#### *Fair*

Fair is the delivery of an acceptable level of service. To achieve a Fair grading, forces must achieve all of the significant criteria set out in the Fair SGC. HMIC would expect that, across most activities, the largest number of grades would be awarded at this level.

#### *Poor*

Poor represents an unacceptable level of service. To attract this very critical grade, a force must have fallen well short of a significant number of criteria set out in the SGC for Fair. In some cases, failure to achieve a single critical criterion may alone warrant a Poor grade. Such dominant criteria will always be flagged in the SGC.

### **Direction of Travel Grade**

This grade is a reflection of the force’s change in performance between the assessment period and the previous year. For BA 2006, this is the change between the financial years 2004/05 and 2005/06. The potential grades for direction of travel are as follows.

#### *Improved*

This reflects a **significant** improvement in the performance of the force.

#### *Stable*

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This denotes no significant change in performance.

*Declined*

This is where there has been a significant decline in the performance of the force.

**Good Practice**

In addition to assessing force performance, one of HMIC's key roles is to identify and share good practice within the police service. Much good practice is identified as HMIC conducts its assessments; in addition, each force is given the opportunity to submit examples of its good practice. HMIC has selected three of these examples to publish in this report. The key criteria for each example is that the work has been evaluated by the force and is easily transferable to other forces. (Each force has provided a contact name and telephone number, should further information be required.) HMIC has not conducted any independent evaluation of the examples of good practice provided.

**Future HMIC Inspection Activity**

Although HMIC must continue to maintain a watching brief on all performance areas, it will become more risk-driven in its future inspection activity. Protective services will be the core of inspection programmes, tailored to capacity, capability and the likelihood of exposure to threats from organised criminality, terrorism and so on. Until its full implementation in April 2008, neighbourhood policing will also demand attention. Conversely, those areas where strong performance is signalled by SPI results, such as volume crime reduction and investigation, will receive relatively little scrutiny.

The Government has announced that, in real terms, there will be little or no growth in Police Authority/force budgets over the next three years. Forces will therefore have to maintain, and in some areas improve, performance without additional resources. This in itself creates a risk to police delivery and HMIC has therefore included a strategic financial assessment for all forces in its future inspection programme.

<b>Baseline Assessment 2006 Frameworks</b>			
<b>1 Citizen Focus (PPAF Domain A)</b>			
<p><b>1A Fairness and Equality in Service Delivery</b></p> <ul style="list-style-type: none"> <li>• Equality of service delivery</li> <li>• Community cohesion</li> <li>• Engaging with minority groups</li> <li>• Hate-crime reduction and investigation</li> </ul>	<p><b>1B Neighbourhood Policing and Problem Solving</b></p> <ul style="list-style-type: none"> <li>• Effective mechanisms for obtaining community views</li> <li>• Responding to local priorities</li> <li>• Effective interventions and problem solving with partners and communities</li> <li>• Operational activity to reassure communities</li> <li>• Use of media to market success</li> <li>• Uniformed patrol and visibility</li> <li>• Extended police family</li> <li>• Performance in reducing fear of crime</li> </ul>	<p><b>1C Customer Service and Accessibility</b></p> <ul style="list-style-type: none"> <li>• Quality of service to victims and witnesses</li> <li>• Customer care</li> <li>• Responding to customer needs</li> <li>• Accessibility of policing services</li> </ul>	<p><b>1D Professional Standards</b></p> <ul style="list-style-type: none"> <li>• Investigation of public complaints</li> <li>• Improving professional standards</li> <li>• Combating corruption and promoting ethical behaviour</li> <li>• Reducing complaints and learning lessons</li> </ul>
<b>2 Reducing Crime (PPAF Domain 1)</b>			
<p><b>2A Volume Crime Reduction</b></p> <ul style="list-style-type: none"> <li>• Crime strategy</li> <li>• Performance in reducing volume crime</li> <li>• Levels of crime compared with peers</li> <li>• Problem solving</li> <li>• National Crime Recording Standard (NCRS) compliance</li> </ul>			



<b>3 Investigating Crime (PPAF Domain 2)</b>		
<p><b>3A Managing Critical Incidents and Major Crime</b></p> <ul style="list-style-type: none"> <li>• Detection rates for murder, rape and other serious crime</li> <li>• Integration with overall crime strategy</li> <li>• Compliance with Association of Chief Police Officers (ACPO) murder manual</li> <li>• Early identification of critical incidents that may escalate into major inquiries</li> </ul>	<p><b>3B Tackling Serious and Organised Criminality</b></p> <ul style="list-style-type: none"> <li>• Crime that crosses basic command unit (BCU) and/or force boundaries</li> <li>• Support for regional intelligence and operations</li> <li>• Asset recovery (Proceeds of Crime Act – POCA)</li> <li>• Effective targeted operations</li> <li>• Quality packages with the Serious Organised Crime Agency (SOCA)</li> </ul>	<p><b>3C Volume Crime Investigation</b></p> <ul style="list-style-type: none"> <li>• Crime strategy</li> <li>• Crime recording</li> <li>• Investigative skills, eg interviewing</li> <li>• Automatic number plate recognition (ANPR)</li> <li>• Detection performance</li> </ul>
<p><b>3D Improving Forensic Performance</b></p> <ul style="list-style-type: none"> <li>• Specialist scientific support</li> <li>• Use of National Automated Fingerprint Identification System (NAFIS), DNA, etc</li> <li>• Integrated management of processes</li> <li>• Performance in forensic identification and detection</li> </ul>	<p><b>3E Criminal Justice Processes</b></p> <ul style="list-style-type: none"> <li>• Quality and timeliness of case files</li> <li>• Custody management/prisoner handing</li> <li>• Youth justice</li> <li>• Police National Computer (PNC) compliance</li> </ul>	
<b>4 Promoting Safety (PPAF Domain 3)</b>		
<p><b>4A Reducing Anti-Social Behaviour (ASB)</b></p> <ul style="list-style-type: none"> <li>• Non-crime activities of crime and disorder reduction partnerships (CDRPs) and other partnerships</li> <li>• Use of ASB legislation, tools, etc</li> </ul>	<p><b>4B Protecting Vulnerable People</b></p> <ul style="list-style-type: none"> <li>• Child abuse</li> <li>• Domestic violence</li> <li>• Multi-agency police protection arrangements (MAPPAs)/sex offender management</li> <li>• Missing persons</li> </ul>	
<b>5 Providing Assistance (PPAF Domain 4)</b>		
<p><b>5A Contact Management</b></p> <ul style="list-style-type: none"> <li>• All aspects of call handling and call management</li> <li>• Initial incident response</li> <li>• Early identification of critical incidents</li> <li>• Performance in answering and responding to public calls</li> </ul>	<p><b>5B Providing Specialist Operational Support</b></p> <ul style="list-style-type: none"> <li>• Management of central operational support</li> <li>• Police use of firearms</li> <li>• Capability for policing major events/incidents</li> </ul>	<p><b>5C Strategic Roads Policing</b></p> <ul style="list-style-type: none"> <li>• Effectiveness of arrangements for roads policing</li> <li>• Integration/support for other operational activity</li> <li>• Road safety partnerships</li> </ul>

<b>6 Resource Use (PPAF Domain B)</b>		
<b>6A Human Resource (HR) Management</b> <ul style="list-style-type: none"> <li>• HR strategy and costed plan</li> <li>• Key HR issues not covered in 6B or 6C</li> <li>• Health and safety</li> <li>• Performance in key HR indicators</li> </ul>	<b>6B Training, Development and Organisational Learning</b> <ul style="list-style-type: none"> <li>• Costed training strategy and delivery plan</li> <li>• Key training and development issues</li> </ul>	<b>6C Race and Diversity</b> <ul style="list-style-type: none"> <li>• Action to promote fairness in relation to race, gender, faith, age, sexual orientation and disability</li> <li>• Performance in meeting key targets</li> </ul>
<b>6D Managing Financial and Physical Resources</b> <ul style="list-style-type: none"> <li>• Resource availability</li> <li>• Effective use of resources to support front-line activity</li> <li>• Devolved budgets</li> <li>• Finance, estates, procurement and fleet management functions</li> <li>• Demand management</li> </ul>	<b>6E Information Management</b> <ul style="list-style-type: none"> <li>• Information systems/ information technology (IS/IT) strategy and its implementation</li> <li>• Programme and project management</li> <li>• Customer service</li> <li>• Adequacy of key systems</li> <li>• Business continuity/disaster recovery</li> </ul>	<b>6F National Intelligence Model (NIM)</b> <ul style="list-style-type: none"> <li>• Extent to which structures, processes and products meet NIM standards</li> <li>• Integration of NIM with force planning and performance management</li> <li>• Use of community intelligence</li> <li>• Application of NIM to non-crime areas</li> </ul>
<b>7 Leadership and Direction</b>		
<b>7A Leadership</b> <ul style="list-style-type: none"> <li>• Extent to which the chief officer team is visible and dynamic, sets and upholds a vision, values and standards, promotes a learning culture, and sustains a well-motivated workforce</li> <li>• Effectiveness of succession planning</li> <li>• Promotion of corporacy</li> </ul>	<b>7B Performance Management and Continuous Improvement</b> <ul style="list-style-type: none"> <li>• Effective performance management structures and processes at all levels</li> <li>• Quality and timeliness of performance/management information</li> <li>• Internal inspection/audit/ quality assurance (QA) systems</li> <li>• Effectiveness of joint force/PA best value reviews (BVRs)</li> </ul>	

## **Force Overview and Context**

### **Geographical Description of Force Area**

West Midlands Police (WMP) is the second largest police force in the country (police officer establishment) behind the Metropolitan Police Service. It covers an area of 348 square miles and serves a population of almost 2.6 million people (1,049,186 households). The region sits at the very heart of the country and covers the three major cities of Birmingham, Coventry and Wolverhampton. It also includes the busy and thriving districts of Sandwell, Walsall, Solihull and Dudley. The majority of the area is densely populated but there are some rural areas around Solihull. The region's economy, once heavily dependent on traditional manufacturing, is now diverse, with a wide range of industries and business services. Many of its heavy industries date back to the industrial revolution. However, areas of economic prosperity contrast with areas of local economic decline. In recent years, the area has seen the development of commercial and shopping areas, complemented by a wide range of leisure amenities such as the National Exhibition Centre, National Indoor Arena, theatres, art galleries, many large conference facilities and thriving social facilities. West Midlands hosts three premier football teams as well as clubs in other Football Association leagues. The region is well served by rail and road links and an international airport. Up to 28,000 vehicles per day use the area's major roads, with the motorway network being one of the busiest in Europe.

### **Demographic Description of Force Area**

The population of the West Midlands is very diverse. At approximately 18%, the percentage of the population from black and minority ethnic (BME) groups is significantly above the national average, and 10% of the population was born outside the UK. The average earnings and house prices for the region are lower than the national averages. Unemployment in the area ranges from 9.3% in Sandwell to 4.4% in Solihull.

### **Structural Description of the Force, including Staff Changes at Chief Officer Level**

The force is divided into 21 operational command units (OCUs), each headed by a chief superintendent who is responsible for the overall policing and management of the area. Each OCU is split into a number of sectors, each headed by an inspector. These sectors are responsible for local policing in the community. The force establishment is 8,201 police officers, 3,639 police staff, 1,021 special constables and 161 police community support officers (PCSOs). Force headquarters is located at Lloyd House, in the heart of Birmingham city centre. The chief officer group (COG) consists of: Chief Constable – Paul Scott-Lee; Deputy Chief Constable (DCC) – Chris Sims; Assistant Chief Constable (crime) (ACC (crime)) – Stuart Hyde; ACC (criminal justice (CJ) and information technology (IT)) – David Shaw; ACC (operations) – Anil Patani; ACC (intelligence) – Nick Tofiluk; Director of Personnel – David Williams; Director of Finance – Derek Smith; Force Solicitor – John Kilbey. The Police Authority (PA) comprises 17 members (three magistrates, nine councillors and five independent). The PA chair is Councillor Diana Holl-Allen, and the Reverend Derek Webley and Councillor Yvonne Mosquito act as vice chairs. The working relationship between the PA and the Chief Constable is described as 'very good'. There are seven crime and disorder reduction partnerships (CDRPs) in the force area, with the Birmingham City partnership covering nine OCUs.

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## Strategic Priorities

The force vision is to 'Reduce crime and disorder and make our communities feel safer'. The strategic plan states the following priorities:

- Provide a citizen-focused police service which responds to the needs of communities and individuals, especially victims and witnesses, and inspires public confidence in the police, particularly among BME communities, and reduce people's concerns about crime, anti-social behaviour (ASB) and disorder.
- Deliver a responsive, high-quality service that engages effectively with communities and reduces ASB, crime and disorder.
- Reduce overall crime – including violent and drug-related crime – in line with the Government's public service agreements (PSAs). Through this plan, WMP reaffirms its commitment to substantial crime reduction over the next three years.
- Take action with partners to increase sanction detection rates and target prolific and other priority offenders. Improve performance in detections, increase the satisfaction of victims and witnesses, and focus on locally identified prolific offenders through joint working with partners.
- Combat serious and organised crime, within and across force boundaries. Tackle force-wide crimes and incidents and those that occur across OCU boundaries while working on major issues with the Serious Organised Crime Agency (SOCA).
- Ensure that the necessary organisational support and resources are in place to deliver policing throughout the West Midlands.

## Impact of Workforce Modernisation and Strategic Force Development

In consultation with the PA, the force has produced a comprehensive and fully costed human resources (HR) strategy for 2006/07 with delivery deadlines. The strategy is inextricably linked to the national policing plan and force strategies, eg the force strategic plan, which takes into account police reform and workforce modernisation. It focuses on delivering policing by 'continuing to build a well led, trained and equipped workforce that fully understands its role in building confident, diverse communities'. The plan identifies a number of strategic priorities which are linked to actions and milestones that ensure effective delivery. Measurement of progress will be through key performance indicators (PIs) with challenging targets.

## Major Achievements

The following are a selection of areas where the force has seen major achievements over the past year.

### Performance

WMP has achieved a steady downward trend in total recorded crime since 2002. The year 2004/05 saw the pattern of reduction continue, with offending levels falling even below those of 1998. The number of sanction detections for the year has increased by 15.5% compared with 2004/05.

The force has maintained low levels of domestic burglary crime since 2002, and the year ended with a further reduction of 2.6%. In the current performance year (2005/06), the force is showing a reduction in vehicle crime of 7.9% against a reduction target of 5%.

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In 2004 WMP embarked on an ambitious programme of public consultation called Feeling the Difference. Surveys are conducted four times each year and to date over 42,000 people have been interviewed about how they perceive policing and community safety in their neighbourhood.

WMP can demonstrate that its management costs in delivering improved performance are the lowest in the country.

The force has restructured call handling and was shortlisted for the Public Servant of the Year Award and won the Public Sector Innovation Award from the Professional Planning Forum. It has also achieved a standard of excellence from the Office of Surveillance Commissioners, which provides an oversight of the conduct of intelligence sources by public authorities.

WMP has been praised as one of the top ten ethnic diversity performers in the public sector in the latest benchmarking report from Race for Opportunity. It was the highest performing police force in the country and was ranked eighth overall in the organisation's annual report, achieving a Silver certificate for its commitment to creating a racially inclusive workforce. Areas of particular achievement were identified as policy and planning, recruitment and training, and marketing to ethnic minorities.

### **Major Challenges for the Future**

WMP maintains a clear performance focus which has led to it being comfortably on course to meet the partnership PSA 1 crime reduction target. Sustaining performance into the future across a broad range of measures is a key challenge.

Driving efficiency and cost improvement will ensure that the force continues to realign resources in support of operational policing. The force recognises the key role it has in countering terrorism and continuing to reassure and protect communities, in particular in combating hate crime and supporting victims and those who feel vulnerable. Neighbourhood policing in a large force presents the challenge of ensuring that it is effectively embedded within the force structure so that it is locally driven and has strong community involvement.

WMP is ensuring that protective services are at the highest level to combat organised criminality and other significant operational challenges.

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<b>Summary of Judgements</b>	<b>Grade</b>	<b>Direction of Travel</b>
<b>Citizen Focus</b>		
Fairness and Equality in Service Delivery	<b>Good</b>	<b>Stable</b>
Neighbourhood Policing and Problem Solving	<b>Good</b>	<b>Improved</b>
Customer Service and Accessibility	<b>Excellent</b>	<b>Stable</b>
Professional Standards	<b>Good</b>	<b>Not Graded</b>
<b>Reducing Crime</b>		
Volume Crime Reduction	<b>Good</b>	<b>Stable</b>
<b>Investigating Crime</b>		
Managing Critical Incidents and Major Crime	<b>Excellent</b>	<b>Stable</b>
Tackling Serious and Organised Criminality	<b>Good</b>	<b>Improved</b>
Volume Crime Investigation	<b>Fair</b>	<b>Stable</b>
Improving Forensic Performance	<b>Good</b>	<b>Improved</b>
Criminal Justice Processes	<b>Good</b>	<b>Stable</b>
<b>Promoting Safety</b>		
Reducing Anti-Social Behaviour	<b>Good</b>	<b>Stable</b>
Protecting Vulnerable People	<b>Fair</b>	<b>Stable</b>
<b>Providing Assistance</b>		
Contact Management	<b>Excellent</b>	<b>Stable</b>
Providing Specialist Operational Support	<b>Good</b>	<b>Stable</b>
Strategic Roads Policing	<b>Good</b>	<b>Stable</b>
<b>Resource Use</b>		
Human Resource Management	<b>Good</b>	<b>Improved</b>
Training, Development and Organisational Learning	<b>Good</b>	<b>Improved</b>
Race and Diversity	<b>Good</b>	<b>Improved</b>
Managing Financial and Physical Resources	<b>Excellent</b>	<b>Stable</b>
Information Management	<b>Good</b>	<b>Stable</b>
National Intelligence Model	<b>Good</b>	<b>Stable</b>
<b>Leadership and Direction</b>		
Leadership	<b>Excellent</b>	<b>Not Graded</b>
Performance Management and Continuous Improvement	<b>Excellent</b>	<b>Improved</b>

# 1 Citizen Focus (Domain A)

## 1A Fairness and Equality in Service Delivery

<b>Grade</b>	<b>Direction of Travel</b>
<b>Good</b>	<b>Stable</b>

### National Grade Distribution

Poor	Fair	Good	Excellent
0	15	28	0

### Contextual Factors

Race and diversity issues are championed through the trust and confidence (T&C) board, membership of which includes the Black and Asian Police Association (BAPA), the Rainbow Network (the lesbian, gay, bisexual and transgender support group), the British Association for Women in Policing (BAWP), and staff associations. The day-to-day management of the race and diversity agenda is managed by the force diversity co-ordinator, who heads the diversity and community cohesion unit (D&CCU). The D&CCU oversees delivery of the various action plans that have emerged from the six strands of diversity – age, disability, gender, race, religion and sexual orientation. In addition, the D&CCU occupies a strategic community engagement, consultation and reassurance role. Diversity champions have been appointed to each OCU (or headquarters department) to enhance the confidence of all communities. The force uses the Diversity Excellence Model (DEM) as a self-assessment tool to assess progress against a benchmark set by the force following the first wave of assessment. The PA has recruited members to the Independent Advisory Group for Race Equality in Policing (IAGREP) to act as critical friends to the force.

### Strengths

- The DCC is the strategic lead for race and diversity in WMP. This programme of work is overseen by the Trust and Confidence (T&C) board, which has both an internal and external remit to promote diversity. Representation comprises the BAPA, the force equality manager, the Rainbow Network, BAWP and staff associations.
- A lawfully compliant race equality scheme (RES) has been published and a project plan has been developed that includes all action plans being progressed by the force. The day-to-day management of the race and diversity agenda is managed by the force diversity co-ordinator, who heads the Diversity and Community Cohesion Unit (D&CCU). This unit oversees delivery of the action plans covering the six strands of diversity – age, disability, gender, race, religion and sexual orientation. Progress against the force, OCU and departmental diversity action plans is reviewed monthly.

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- The D&CCU fulfils a strategic community engagement consultation role that builds on the WMP vision to 'Reduce crime and disorder and make our communities feel safer'. Reassurance is delivered through key individual networks (KINs) and reassurance teams, supported by PA consultation groups.
- The force strategic plan, local policing plan and HR strategy documents emphasise the commitment to providing a citizen-focused service, placing importance on consultation and managing and promoting diversity. Information and data from the Feeling the Difference surveys relating to community views and satisfaction levels are used to evaluate and develop priorities for the future, both in operational policing and diversity action plans.
- An external training consultant trained 67 staff to conduct equality impact assessments. An online race and diversity training package has been developed which includes the RES general duty and is being completed by all staff across the force.
- All policies are screened for relevance to the RES general duty using equality impact assessments, which are published on the force internet. Each member of the force COG leads a key advisory group for their area of business, and each of their policies has been prioritised for a full impact assessment. The DCC has identified a series of 'activities' that are monitored regularly and reviewed at the T&C board to identify any adverse impact; issues identified are then referred back to the relevant key advisory group chair to be addressed.
- Currently, 29 staff have been trained in the DEM as part of a national pilot project. Additionally, the force uses OCU and departmental diversity champions to raise local awareness of any diversity issues that could adversely impact on service delivery.
- A leaflet containing information about the key aspects of the RES general duty has been distributed to all staff. Employee development and training highlight the hate crime policy in all aspects of force training, which is then mapped according to National Occupational Standards.
- The force revised its hate crime policy following publication of the revised ACPO *Hate Crime Manual*. The crime registrar, together with the hate crime co-ordinator, ensured that force systems were amended to allow the effective monitoring and evaluation of the new data requirements, ie in respect of disability, sectarian, faith and transphobic issues.
- The hate crime co-ordinator monitors compliance with hate crime policy and ensures that good practices are identified and shared – for example the inclusion of pseudonyms when recording details of internal hate crime victims – and monitors force and OCU performance. The performance information is circulated to relevant departments and OCUs.
- Tasking and co-ordinating at force and OCU level clearly drives the force commitment to prioritising incidents of hate crime. Weekly community impact assessments are completed in order to identify community tension, crime patterns and vulnerable communities.
- The force co-funds and works with the Birmingham Partnership against Racial Harassment to increase reporting opportunities, enhance victim support options and provide external scrutiny of hate crime investigations. The force pioneered the use of



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the third-party reporting packs, True Vision, which are now used by most forces in England and Wales.

- The force undertakes a quarterly audit of incidents that could be classified as hate crimes. The central audit team determines the sample and the audit is undertaken on each OCU. The sample is obtained using key word searches to identify incidents that have not been correctly identified as racist, as well as those that have not been recorded in accordance with Home Office Counting Rules (HOCR). The results are collated by the central team to promote continuous improvement in accuracy and compliance.
- Each OCU has established a KIN to consult local people about local police priorities. The KINs also conduct community impact assessments to ensure that policing objectives are achieved and have the support of communities, and that counter-productive myths or rumours are kept to a minimum. The force has developed a strategic KIN involving organisations that represent groups of people from across the West Midlands and from all six strands of diversity. The force regularly consults and engages with the PA IAGREP, the Government Office for the West Midlands, the Commission for Racial Equality, Birmingham Gay Group, community facilitators and other significant players on diversity issues.
- The force is making considerable progress in achieving compliance with the Disability Discrimination Act (DDA). Staff have been issued with language identification cards and the estates strategy outlines both immediate and long-term plans to support community needs for access to policing services, complying with the DDA through, for example, the installation of ramps and widening of doorways at police stations to improve access for wheelchair users.

### **Areas for Improvement**

- Despite increases in customer satisfaction in general, there has been a decline in the satisfaction of victims of racist incidents. In 2004/05, the percentage of victims of racist incidents satisfied with the overall service was 75.5%; this has dropped to 70.3% for 2005/06. Additionally, there is deterioration in the 'very' or 'completely satisfied' levels for white victims compared with those for BME victims. While recognising that policing a very diverse metropolitan area poses severe challenges in respect of victim satisfaction, the force may wish to explore the underlying causes of this trend.
- The force performance for the detection of racially or religiously aggravated offences is above the most similar force (MSF) average (47.83% compared with 44.81%). However, compared with 52.01% for the year before, this represents a 4.18% decrease. This is the second successive decline in the detection rate for racially or religiously aggravated offences.
- Recent policing performance assessment framework (PPAF) results on the fairness of stop and searches has led to research being undertaken in order to inform and improve processes.

**1B Neighbourhood Policing and Problem Solving**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Good</b>	<b>Improved</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
4	18	20	1

**National Position**

Neighbourhood Policing (NP) is a national programme and its expectations are based on national research. This framework differs from others because the grade awarded reflects the force’s ability to roll out NP progressively, year on year, until its implementation date of April 2008. This focus on programme delivery and the need for continual improvement are reflected in the grades. Therefore, in this framework it is significantly more challenging for a force to maintain the same grade as last year.

HMIC has awarded an Improved direction of travel where forces are actively progressing implementation, have improved their performance and have allocated significant resources to deliver NP. As a result, most forces have an Improved direction of travel. However, this assessment has also highlighted the significant demands of the NP programme and the vulnerability of some forces that are failing to maintain the pace of implementation.

**Contextual Factors**

WMP has fully adopted the concept of neighbourhood policing and this approach is demonstrated at all levels within the force from the Chief Constable down. The force is delivering neighbourhood policing through a robust project management infrastructure led by an ACC. The force is reviewing and revising its systems and infrastructure to better support the move towards the neighbourhood policing ethos.

**Strengths**

- OCUs have consulted and involved their communities in the development of local neighbourhood policing to a high degree. Publicly defined neighbourhoods form the building blocks of neighbourhood policing delivery within the pathfinder sites. The force has departed from traditional beats in pathfinder sites with police areas matching defined neighbourhood areas. OCUs have changed their internal boundaries to accommodate publicly defined neighbourhoods.
- The force has intentionally staggered ‘going live’ to ensure that the infrastructure is in place to deliver sustainable, long-term neighbourhood policing, integrated into mainstream business. The neighbourhood policing teams include constables, PCSOs and street wardens employed by the local authority. These wardens should achieve accredited status in the next few months.

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- The K1 (Sandwell) pathfinder OCU has developed with its partners a new multi-level tasking process at borough, town and neighbourhood level. The tasking process, which is now at the heart of public service delivery in Sandwell, has resulted in joined-up activity towards shared objectives.
- OCUs have adopted a number of ways for neighbourhood policing teams to facilitate communication and accessibility within their communities; for example, some OCUs have ordered mobile telephones for key partners and have established KIN access for neighbourhood policing teams.
- The pathfinder has developed a neighbourhood visual audit methodology using hand-held mapping technology. Survey equipment is used to record details and inform agencies of visible signs of deterioration in areas that are identified as local priorities.
- A best value review of the tactical tasking and co-ordinating group (TTCG) process highlighted the importance of ensuring that operation centres are aware of actions resulting from the tasking process. As a result, Project Unity 2 is developing call centre pilots in three OCUs, including Sandwell, to ensure joint development with neighbourhood policing. Intelligence staff work within operation centres to capture community intelligence, capitalising on the opportunity to reduce call demand and to develop at source information for briefing systems, tasking and problem profiles.
- The force has invested in a dedicated training inspector post to deliver the necessary training for neighbourhood policing. The officer has worked with the pathfinder OCU and local authority to identify the training needs of police and partnership staff. This training needs analysis resulted in the delivery of three bespoke training modules to police employees and local authority staff involved in neighbourhood policing (and limited general training for other staff). This pathfinder process is now being followed by other OCUs.
- The recruitment and deployment of special constables in WMP led to national recognition for the force. Police staff who become Special Constables are awarded an annual payment of £1,500, which has significantly contributed to both recruitment and retention.
- WMP is at the forefront of crime mapping in the UK, which is seen as integral to delivering neighbourhood policing. Geo-coding of important information is now available down to neighbourhood level, as are demographic breakdowns. Attempts are being made with Crime Concern and the University of Salford to compare this with perception data, recorded crime, ASB and incidents in a draft composite indicator (the Public Space Index).

### **Areas for Improvement**

- The force does not currently have a formal abstraction policy for its neighbourhood policing teams. Instead, it is left to local OCU management to balance neighbourhood policing and other work as appropriate to meet local demands and needs. The force may wish to consider early learning from other national pilot sites on how to secure corporate approaches to minimise abstraction.
- The force has no neighbourhood policing performance framework to reflect citizen outcomes, as advocated by the National Centre for Policing Excellence (NCPE), and which would allow performance monitoring between OCUs. The force is continuing

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to work with others to develop a range of indicators for measuring the impact of neighbourhood policing.

- WMP currently does not have a corporate approach to identifying 'points of contact' for neighbourhood policing teams. The force needs to resolve the tension between naming individuals, given current levels of staff turnover, and the need for a standard approach that the public can fully understand.
- The current TTCG process could be enhanced if local priorities were fed more effectively into the analytical process. It is recognised that the implementation of recommendations from a recent best value review could provide an improved and more consistent approach.
- While the force has been particularly successful in the recruitment of special constables in recent months, their role within neighbourhood policing teams is not formally defined. On one OCU, special constables patrol independently of both response officers and neighbourhood policing teams, and have separate patrol plans. Consideration should be given to how these valuable resources can be integrated fully into neighbourhood policing.

**1C Customer Service and Accessibility**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Excellent</b>	<b>Stable</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
0	19	22	2

**Contextual Factors**

WMP performs exceptionally well in this area. The ‘Contact Counts’ policy co-ordinates activity around delivery of customer-focused services, ensuring compliance with the Victims’ Code. It also draws together the estates strategy and e-policing approaches. The force actively seeks community feedback and has placed staff in key posts and has designed systems in order to do so. This feedback is used as a key driver in policy development. The outcomes measured from the Feeling the Difference surveys and the high levels of customer satisfaction are an indication of the effectiveness of the force’s customer service strategy.

**Strengths**

- The force continues to place customer service at the heart of its performance delivery strategy and is achieving very positive results. In 2005/06 the force was the leading performer in its MSF group in the percentage of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions (RTCs) who were satisfied with the police in respect of: making initial contact; the action taken by officers or staff; and being kept informed of progress with their cases. Only one MSF peer force fared better in respect of victims treatment by staff and satisfaction with the overall service provided.
- In 2005/06, the percentage of victims from BME communities who were satisfied with the overall service provided was 78.1%, the highest percentage in the MSF group.
- The force strategic plan for 2005–08 is heavily focused on improving service levels for citizens, improving accessibility, and supporting victims and witnesses. The force not only strives to secure improvements in this area of performance but tries to embed processes that sustain improvement over time; this is exemplified by its strategic plan, and specifically by the Contact Counts strategy. As noted above, levels of customer satisfaction are high overall and are continually monitored for quality assurance purposes. Each crime category, together with RTCs, is analysed across the five key elements – ease of contact, actions, treatment, follow-up and the whole experience – to facilitate regular performance monitoring of customer satisfaction down to OCU level. This provides OCUs with actionable management information to improve performance and accessibility.

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- The force Evolve programme has brought together a number of themed strategic projects (such as Project Spectrum and Contact Counts) under one umbrella. Co-ordination and management of the programme sit with the DCC, with each theme led by a member of the COG. Evolve demonstrates the force's clear commitment to understanding fully what the public expects and needs of its police service, and has the stated objective of delivering the best service possible. To maintain and enhance performance focus, Evolve is underpinned by a well established and robustly managed performance framework, which has been adapted to measure public confidence in policing, call handling and keeping victims informed about the progress of their case.
- The Contact Counts strategy outlines the force's commitment to implement in full the national quality of service standards and the Victims' Code (issued under the Domestic Violence and Victims Act 2004). The force has used a range of methods to raise awareness of individual and collective responsibilities to deliver against these codes and against the national quality of service commitment (QoSC). For example, documents have been sent to all staff which emphasise the importance of the police response being victim- and witness-led, from initial contact to the closure of either an incident or an investigation. These standards are underpinned by strict measurable timescales for notifications – from one working day up to a month, depending on circumstances. Implementation of the relevant standards is monitored and measured monthly using a well established customer satisfaction survey (Feeling the Difference), and customer satisfaction features prominently in OCU performance targets.
- WMP is a leader in systems that put the citizen at the centre of police activity. The original Contact Counts strategy was published by the force in April 2005 and has led national work in this area – many forces have adopted the templates for their own use. Version two has now been drafted and encapsulates organisational learning from the first year of implementation. The force can evidence that it has fully implemented the QoSC and is compliant with its contents. Customer satisfaction and satisfaction with feedback are key monthly PIs for the force and are included in the monthly performance package. Results from the surveys are analysed and used to hold OCU commanders and departmental heads to account.
- Following extensive local public consultation and the incorporation of customer feedback, the Contact Counts strategy aims to deliver the vision 'Every contact you have leaves a lasting impression – make your contact count'. This strategy is circulated via the intranet and covers all aspects of call handling, e-policing, victim- and witness-led principles, police station accessibility and feedback. Mandatory one-day training in Contact Counts has been rolled out to front-line and all other staff and is an important factor whenever new policies are considered.
- The force tests extensively the delivery of aspects of the Contact Counts strategy. A recent area to be examined was the quality of delivery at police station front offices, with 200 mystery visits to ten police station front offices providing detailed feedback reports on the service received. The information and learning was provided to the OCU commanders and departmental heads and integrated in ongoing customer service training. A further 280 mystery visits were being undertaken at the time of the inspection.
- The force also monitors the quality of service provided to the community through a quality of service complaints database, introduced in April 2004 to allow swift resolution of identified organisational service delivery issues. The system also facilitates the analysis of trends and opportunities for improvement.

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- To improve accessibility to the police and to the wider CJ system, the force – in conjunction with other emergency service partners – has introduced SMS text and Typetalk facilities for people with a speech or hearing impairment.
- As an incentive for employees, a Quality Achiever Award Scheme recognises individual staff achievement in improving the overall level of performance and service delivery provided to the community.
- Internally, through a series of road shows, the Chief Constable personally ensures that his staff understand all the force priorities outlined in the annual local policing plan and how they are linked to the results of public surveys such as Feeling the Difference. Externally, the force exploits opportunities to communicate its values in relation to customer service – for example, the force website outlines the service standards that the public can expect from WMP. Additionally, the force delivers literature covering the issues outlined in Building Communities, Beating Crime twice a year to all households in the West Midlands. The delivery of this literature is subject to PI measurement.
- Customer service consultation information and data are being used to inform Making the Difference, a training programme for all employees. The course will concentrate on diversity issues, the findings of Project Spectrum and results from the Feeling the Difference surveys.
- The force adopts a systematic approach to measuring customer satisfaction. At force level a dedicated telephone research team monitors levels of community satisfaction with the service provided. Data is collected through direct contact with large samples of individuals who have had recent interaction with the police.
- A major strand of work, which uses a joint partnership approach, is the extensive public consultation survey conducted monthly on quality of life and public reassurance issues. Resulting feedback directly influences and informs strategy development to improve service delivery; for example, the surveys showed improved satisfaction at OCU level following an increase in targeted, visible foot patrols.
- A comprehensive force estates strategy has been developed that outlines both immediate and long-term plans to support community needs for access to policing services; for example, compliance with the DDA is being secured through the ongoing installation of ramps and the widening of doorways at police stations to improve access for wheelchair users.
- Community volunteers are used to extend the opening hours of outlying stations. As evidence of its robust approach to the continual improvement of customer service, the force uses mystery customers to make telephone calls or personal visits to police stations to test the quality of a number of service delivery areas, especially the treatment of victims.

### **Areas for Improvement**

- The force provides the public with good levels of access to services but has yet to implement a system that would enable access via a wider range of channels, notably through the internet.
- The force does not as yet have the facility to provide call handlers with historical information on non-flagged individual callers.

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- The force employed consultants during 2005 to survey every police building to ensure compliance with the DDA. Good progress has been made but the force needs to continue with its building programme to make all public areas fully DDA-compliant. Also, the force needs to continue to improve its website to ensure that it too is fully DDA-compliant.



**1D Professional Standards**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Good</b>	<b>Not Graded</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
2	16	25	0

**National Position**

In view of the recent focused inspection activity of professional standards departments across the country, the grade allocated in the national moderation process and publication of the reports in January 2006 will be applied for the purposes of baseline assessment.

The inspections were conducted using a substantial framework of questions under EFQM4 (European Foundation for Quality Management) headings. This framework of questions was forwarded to forces in line with normal baseline methodology, requesting self-assessment and submission of relevant evidence and supporting documentation. This material was then analysed and followed by HMIC inspection teams visiting forces to carry out validation checks and supplementary interviews of key staff and stakeholders. The baseline inspection reports include recommendations as well as areas identified for improvement.

Evidence was gathered, consolidated and reported upon in individual force baseline assessment reports which can be found on the HMIC website:  
[http://inspectors.homeoffice.gov.uk/hmic/inspect\\_reports1/baseline-assessments.html](http://inspectors.homeoffice.gov.uk/hmic/inspect_reports1/baseline-assessments.html)

## 2 Reducing Crime (Domain 1)

### 2A Volume Crime Reduction

<b>Grade</b>	<b>Direction of Travel</b>
<b>Good</b>	<b>Stable</b>

#### National Grade Distribution

Poor	Fair	Good	Excellent
1	18	20	4

#### Contextual Factors

During 2004/05, the force experienced exceptional crime reduction figures. Total volume crime levels across the West Midlands have continued to fall during 2005/06. To reduce volume crime, the force uses a number of tactical options and problem-solving methodologies, including neighbourhood policing.

#### Strengths

- During 2004/05, WMP achieved substantial crime reduction figures, particularly impressive given the scale of crime reduction in the previous three years. For 2005/06, the force was set a target of a further 5% reduction across all crime types and achieved a 2% reduction in total recorded crime. Although it fell short of the target, this reduction was above the MSF average. For example, burglary of people's homes decreased by 3% and vehicle crime by 9%. Total crimes per 1,000 population in the West Midlands fell to 111.7 in 2005/06, significantly better than the MSF average of 120.5 crimes per 1,000.
- Volume crime reduction and investigation performance at force level is managed at the performance improvement conference (PIC) held every two months, chaired by the DCC and attended by ACCs and all OCU commanders. At this conference, good practice relating to crime reduction initiatives is disseminated, while underperforming OCUs are offered assistance to improve. The ACC (crime) chairs meetings relating to acquisitive crime (domestic burglary, robbery and vehicle crime), where trends, patterns and suggested reduction strategies are discussed.
- Each crime type has an appointed Silver champion at superintendent level who is responsible for the development of initiatives and tactics to tackle specific acquisitive crime issues. Each Silver champion is supported by a designated detective inspector in charge of Safer teams for homes, streets and motor vehicles. The work of each Safer team is supplemented by an intranet site that highlights good practice and tactical options, and reminds officers of the minimum standards of investigation. Monthly meetings are held with Gold, Silver and Bronze leads for acquisitive crime; representatives from performance review, the force intelligence directorate, force community safety bureau (CSB) and press office also attend. The group reviews progress of current initiatives for investigation and reduction work and sets priorities

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for future activity. Additionally, it reviews force-level current performance and identifies any need for intervention or additional support.

- Where it is identified that performance on an OCU is deteriorating significantly, the ACC (crime) intervenes, meeting with the command team to identify barriers to performance and opportunities for force support to resolve issues. Emphasis is placed on those OCUs that are having the greatest negative impact on overall force performance. Neighbouring OCU co-operation is sought to offer mutual support and improve cross-border working. Good practice is regularly shared between strong and poorer performing OCUs at the performance meeting.
- At level 1 and level 2, the strategic and tactical assessments drive force activity; for example, crime reduction activity is driven by the development of control plans that emanate from the control strategy. Each OCU has a strategic assessment document that identifies priority areas for the force. The force CSB website has all these areas listed, providing an overview of the force's priorities broken down by OCU. Each OCU has control measures for each of the priority areas, identifying crime reduction strategies to be employed and overseen by OCU champions.
- All TTCG meetings task crime reduction officers to develop specific preventative action to tackle specific problems. This is recorded and monitored through an 'actions management' process. Domestic abuse (DA) and ASB issues are addressed and managed at OCU-level tasking and co-ordinating group (TCG) meetings.
- Partnership tasking forums have developed this concept further and there is evidence of partnership resources being used to support crime reduction initiatives, with access to funding streams to support crime reduction work. Project Spectrum identified geographical areas of priority and improved the policing of hotspot areas through the National Intelligence Model (NIM) process.
- The force has joint working arrangements in place with partners to monitor and manage prolific and priority offenders. These well established partnerships (eg probation service officers co-located with police counterparts in police public protection units) have contributed to overall reductions in volume crime.
- Varying targets are set for each OCU, based on factors such as last year's performance, total crime, OCU strength, capability to deliver and comparison with other OCUs. This assists the OCUs to identify good and declining performance across the force.
- Each OCU has crime assessors who check that crime reports are compliant with HOCR. In addition, they decide whether the reports should be allocated for investigation or filed at source. In 2005 the force designed an e-learning package on the National Crime Recording Standard (NCRS) and HOCR – all police officers and police staff involved in crime recording have to complete the training, which takes approximately four hours.
- The force has a central validation and audit team that conducts an HOCR review programme based on assessed risk. The central team examines crime reports for certain offences or specific OCUs, under the direction of the force crime registrar. Results are made available to crime managers. OCUs self-audit 50 violent crime and disturbance incidents each month, and reported racist incidents each quarter. Self-audits are reviewed by the central team, and the results are disseminated to OCU

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senior managers. It has been suggested that WMP's comprehensive robbery audit would be a useful tool for other forces in its MSF group.

- The force has compiled a violent crime profile to proactively manage violent crime. It uses knife crime analysis to address such crimes and has just launched One Knife, One Life, a campaign aimed at reducing knife crime.

#### Areas for Improvement

- Robbery offences per 1,000 population remained static at 3.44, significantly above the MSF average of 1.8 crimes per 1,000.
- The force experienced an increase in violent crime of some 3% during 2005/06, to 26.9 crimes per 1,000 population, which is above the MSF average of 25.3 crimes. However, this should be viewed in the context of police activity that can have the effect of raising crime figures. For example, fixed penalty notices for disorder, a recognised effective early intervention, can contribute to a rise in recorded violent crime.

## GOOD PRACTICE

<b>TITLE: Student Crime Reduction</b>
<b>PROBLEM:</b> WMP is leading the country with its three-tier response to reduce crime against students; the initiative is led by the ACC (Crime), co-ordinated by FCSB Student Crime Reduction Sergeant, and augmented by locally designated police officers at all main campus and satellite sites.
<b>SOLUTION:</b> Crime prevention initiatives/marketing material use corporate branding with the same logo, text, and style to present different messages in a recognisable voice. Students assess the campaign material for effectiveness and approachability and there are joint partnership campaigns. For example, WM area of the NUS and the police work together on student union security, sharing resources, creativity, staff and finance.  Designated officers at each main HE site liaise with university security, sabbatical officers at student unions, and staff in student union advice centres. Meetings/liaison are based on university and not BCU borders, sharing intelligence on security issues. Regional meetings between university officers share good practice and discuss common issues; University officers have become members of Police and Higher Education Liaison Officers to share good practice and cover common issues on a national scale. Internal/external websites focus on student crime reduction and there is a direct link between Special Branch and university security  Increased trust is a key goal and initiatives include distribution of 'True Vision' hate crime self-reporting packs to student advisers and disseminated to relevant groups without direct police contact; student unions are helped to become hate crime reporting centres. Designated officers are establishing KINs with relevant student groups. Campaign work includes work with area NUS to lend credibility to police messages, bring creative ideas and resources to crime prevention messages and market these through area NUS magazine to reach wider audience. Student volunteers assist with initiatives – eg, UV postcoding and the force encourages students to become special constables. University of Wolverhampton law students can now become Specials as part of their course

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volunteering modules.

Improved security – force is promoting HMO licensing benefits, working with University and students union housing representatives; also existing landlord accreditation schemes and housing security checklists for students looking for private rented accommodation. Designated officers’ day-to-day liaison with each HE increases intelligence flow; HE sites are contacted directly by security with descriptions of possible offenders and patterns of offending. Meetings/information exchange between officers assists cross-university offenders identification; force currently has three CRASBOS banning offenders from all force university sites.

**OUTCOME(S):** Crime recording: force has added occupation field to search database to accurately record offences against students and effectively analyse crime patterns and offences against them. The force’s work is recognised by national organisations such as AUCSO (Association of University Chief Security Officers), and PAHELO (Police Association of Higher Education Officers). FCSB Sergeant is regularly approached by HO for assistance/advice.

**FORCE CONTACT:** Student Crime Reduction Co-ordinator

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### 3 Investigating Crime (Domain 2)

#### 3A Managing Critical Incidents and Major Crime

<b>Grade</b>	<b>Direction of Travel</b>
<b>Excellent</b>	<b>Stable</b>

#### National Grade Distribution

Poor	Fair	Good	Excellent
5	17	17	4

#### Contextual Factors

The crime support department policing plan clearly demonstrates the force's commitment to preventing and investigating major and serious crime. The force, together with multi-agency partners, is using a DA risk assessment indicator process that is helping to reduce domestic homicide. The force has published comprehensive force orders, detailing definitions and guidance to staff on how to deal with specific types of major and serious crime incidents such as rape, including those defined as critical investigations.

#### Strengths

- The force uses strategic and tactical assessments to understand the threats posed by life-threatening and serious violent crime, notably homicide but also kidnapping, paedophile rings and dangerous offenders. The strategic assessment also identifies areas of future demand that will affect victims and communities and identifies key areas requiring in-depth analysis through problem profiles or intelligence collection.
- The crime support department performance framework has introduced a performance culture for major investigations that measures not only detections but also reductions in the number of murders.
- The force major investigation unit (MIU) operates from central premises and consists of over 200 dedicated investigators, including ten deputy senior investigating officers (SIOs) and five SIOs. OCUs provide the principal response to incidents of murder, with only more complex or protracted investigations being passed to the MIU.
- The crime support department policing plan includes a strategic objective to reduce murder. To achieve this, the force operates a preventative approach to Domestic Abuse (DA) and has created a risk assessment model known as the DA risk assessment indicator process. The force has decided that fully trained DA staff, rather than front-line officers, should determine the risk assessment category. A DA incident classified as 'very high risk' is automatically subject to a multi-agency risk assessment conference. Since this model was introduced, the number of DA murders has fallen from 17 in 2004/05 to 7 in 2005/06.
- An MIU reorganisation has increased the review team's resilience to undertake operational reviews of live investigations as well as thematic reviews. Where a

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review is not undertaken by the review team itself, the details are passed to the murder review team for analysis and follow-up action as necessary.

- Attendance on an SIO course has to be personally approved by the ACC (crime). An assessor scrutinises the completion of post-course personal development portfolios and candidates are subject to further training if portfolios are not completed to the expected standard.
- A dedicated force family liaison officer (FLO) co-ordinator oversees all force FLOs with regard to training, welfare and deployments.
- The force benefits from the search engine, FLINTS. It allows the extraction and exchange of data between internal systems in order to aid investigations and identify trends and patterns in homicide and other major crime on a regional basis.
- The force is supported by an independent advisory group (IAG) that provides advice and scrutiny to ongoing major investigations that affect BME communities. In addition, the force has developed its own community impact assessment framework to assist planning and to inform the NIM process. This assessment is being integrated within the level 1 tactical assessment to capture community-based intelligence emanating from neighbourhood policing teams.
- Risk management is a core consideration within the force IAGs, each of which is chaired at ACPO level. A risk management model is used to prepare and deliver the strategic assessment; this focuses attention on core business and uses an empirical approach, together with professional judgement, to assess threats, harm, risks and vulnerabilities.
- The force has formed an incident assessment team to conduct hot debriefs in the immediate aftermath of a major incident and to ensure that all relevant information is captured at an early stage. Force operational order templates now require a formal debrief process. Debrief documents are published through the intranet so that learning can be shared as widely as possible.
- An external risk consultant established a risk library of perceived force critical loss areas, allied to the internal audit department's risk register. All departments have conducted a self-examination of key objectives that assist in the achievement of the policing plan. Critical areas that may prevent achievement of objectives were identified, and internal controls used to mitigate the risks identified.
- The force carried out a detailed firearms risk and threat assessment in July 2005, which complied with the Home Office code of practice on police use of firearms and less lethal weapons. The WMP assessment examined capability and requirements for armed response – it is reviewed regularly to ensure continued relevance to operational demand.

#### **Area for Improvement**

- The force should continue to develop a protocol to obtain the support of the business community during terrorist and other incidents, including the evacuation of vulnerable areas within the force area.

**3B Tackling Serious and Organised Criminality**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Good</b>	<b>Improved</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
7	21	13	2

**Contextual Factors**

WMP is very proactive in targeting and monitoring serious and organised crime. The force has been particularly successful in identifying principal criminal networks engaged in Class A drugs supply and the criminal use of firearms operating across the West Midlands. The force is fully committed to the regional level 2 tasking and co-ordination process. On behalf of and in collaboration with the Midlands regional ACPO, the force is leading in the creation and implementation of a pan-Midlands counter-terrorist support unit, which will involve members of staff from all forces in the East and West Midlands regions.

**Strengths**

- Following completion of the strategic assessment, a serious and organised crime scoping exercise was commenced in April 2005 and identified a large number of organised crime groups (OCGs) active in the force area. This has been refined to prioritise those that present the highest risk, to inform the development of control plans, ongoing intelligence collection, intervention and enforcement. The work that has been undertaken makes a distinction between urban street gangs and the more structured OCGs. The highest risk groups involved with acquisitive crime are identified in order to determine risk and operational priorities. The force can demonstrate a clear understanding of the nature and extent of the criminal networks it is seeking to disrupt.
- A risk assessment system has identified the top 20 high-risk offenders for gun crime. A criminal network analysis has also been conducted and the force co-ordinates level 2 armed automatic number plate recognition (ANPR) operations using this data, supported by geographic crime analysis. The level 2 risk assessment process has been identified as good practice and other forces have adopted the same system.
- NIM is now well embedded within WMP as the core business model. The ACC (intelligence) is the COG lead, and strategic priorities are set by the COG. The NIM development unit has promoted compliance with the national model, acting as champion and ‘enforcer’ for NIM at all levels. The unit’s staff work with all departments and OCUs to provide support, training and direction.
- WMP considers use of the NIM process as key to securing and improving performance through the identification of local needs and priorities within a structured framework. NIM is also used to drive strategic business planning requirements, for example identifying force training needs.



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- All operations submitted for consideration to the level 2 TCG are prioritised against the control strategy; if necessary, specialist units are consulted on feasibility and appropriate recommendations are made. NIM products are required to progress operations against level 2 criminality. Operations are assessed against a range of factors, including threats and risks, priorities in control strategies, the quality of intelligence, financial impact versus potential benefits, timescales and community impact, together with the capability and intention of the individuals or OCGs concerned.
- The force has considerable dedicated, experienced and well equipped level 2 resources with the ability to mobilise rapidly. The force crime unit tackles level 2 criminality, specifically Class A drugs supply and armed criminals, and is supported by three dedicated surveillance teams and other specialist covert policing resources. Additional support is provided by the level 2 acquisitive crime team, which focuses on the investigation of high-level domestic burglary (Safer Homes), robbery (including cash in transit – Safer Streets) and vehicle crime (Safer Motors), and which crosses both internal and external force boundaries.
- A performance regime for level 2 work includes regular debriefs and a review process via the level 2 tasking forum. The analysis of results is undertaken along with operational intelligence debriefs. The crime support department is developing an assessment framework for the performance of specialist staff, which will include the impact and contribution of covert investigations in tackling major crime. Undercover operations are evaluated by the ACC (crime) to ensure a return on investment – deployments are costed against perceived benefits.
- WMP leads on the management and development of the regional task force (comprising a regional asset recovery team, a regional crime unit and a regional intelligence unit) and contributes significant resources. Initiated in May 2004, its operational effectiveness is continually improving. As a key stakeholder, WMP leads on the 'guns and gangs' problem profile and co-ordinates regional heavy goods vehicle (HGV) crime.
- Gun crime is a strategic priority for the force, which uses a mediation service funded through the Birmingham Reducing Gang Violence Group to focus on interventions with key groups. Mediation work has contributed to a significant reduction in the number of gang-related shootings and has played a key role in ensuring that the serious public disorder in Handsworth (October 2005) was not followed by gang-related reprisal shootings.
- Recognising that intelligence sharing at all levels is important, the force has continued to build on already established links with regional and national law enforcement agencies – for example the National Crime Squad and the National Criminal Intelligence Service, now part of SOCA.
- The restructured force intelligence board contains a multi-agency intelligence cell supported by staff from West Mercia and Warwickshire forces, HM Revenue and Customs, HM Immigration Service and the Department for Work and Pensions.
- The use of the Proceeds of Crime Act (POCA) to target the assets of major criminals at local and regional level is again outlined as an objective in the 2006/07 strategic plan. WMP's 2005/06 target for confiscation was 132 orders with a value of £1.3 million. The number of POCA confiscation orders increased by 24% to 104 orders and the total value of confiscation orders increased by 147% to £2.3 million in 2005/06.

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- The force has an accredited financial investigator who manages the suspicious activity reports database and identifies cases suitable for proactive investigation and other opportunities for cash seizure.
- The dedicated criminal justice and witness protection unit, which operates within the specialist support section of the crime support department, is led by a dedicated detective inspector. The establishment of the unit has increased by two constables and now consists of one sergeant and four constables.
- The professional standards department proactive anti-corruption unit addresses force integrity and confidence issues. The unit analyst examines force trends and risks using the NIM process; a strategic assessment is undertaken and problem profiles are examined.

#### **Areas for Improvement**

- Identified intelligence gaps linking Level 2 and Level 3 criminality have been recognised by the force, which acknowledges the need to develop a closer working relationship with the new SOCA.
- There is scope to further enhance the effective use of community intelligence across all levels of policing, as recognised by the force.
- A comprehensive strategic assessment of corruption has been published and control measures identified, but performance could be further enhanced by the introduction of a comprehensive review process for operational security and integrity for all level 2 operations.

**3C Volume Crime Investigation**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Fair</b>	<b>Stable</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
3	20	16	4

**Contextual Factors**

The force sanction detection rate has been rising steadily since 2004; but the force has recognised the need to improve its performance in this area. It launched a comprehensive strategy encompassing a number of action plans to improve performance over the short, medium and longer term – eg, by targeting prolific and priority offenders.

**Strengths**

- The force set an all-crime sanction detection target of 26.1%, above the nationally set requirement of 25.4%. The sanction detection rate for all crime ended the year at 25.6%, just above the MSF average of 25.2%. For 2006/07, the force has again set itself a target of 26.5% to increase the sanction detection rate.
- Overall volume crime reduction and investigation performance is managed at the PIC which meets every two months, chaired by the DCC and attended by ACCs and all OCU commanders. At this meeting, good practice is disseminated and underperforming OCUs are offered assistance to improve. The ACC (crime) chairs meetings in relation to acquisitive crime (domestic burglary, robbery and vehicle crime), where trends, patterns and suggested reduction strategies are discussed.
- To increase sanction detection performance and the overall quality of volume crime investigations, a crime manager’s detection checklist has been introduced. It contains an action plan to support officers and staff and to ensure that call handling, crime recording, crime investigation, crime management and CJ processes are working together efficiently.
- The force has a robust audit regime in place with a dedicated crime validation team, led by the force crime registrar. The team regularly audits crime investigations against HO CR. OCUs that fail a compliance check are helped to improve and subjected to further checks until any problems are resolved. Closure of offences as a ‘no crime’ (HO CR definition) and performance relating to the recording of disturbance incidents have improved. OCU self-audits and control plans promote effective processes, common minimum standards, investigation compliance, and the identification and sharing of good practice.
- The force’s NIM process is robust and well embedded. At level 1 and level 2, strategic and tactical assessments drive the business of the force; this includes

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investigation of volume crime, is aimed at reducing levels of victimisation, and is focused on the delivery of key performance targets.

- The FLINTS intelligence system is a search engine used to bring together all intelligence information in a report package format, including all forensically matched samples.
- Crime managers in each OCU have received enhanced POCA training and act as POCA champions to promote full use of the legislation.
- ANPR is used extensively throughout the force. Powers provided by the Serious Organised Crime Act have been used in conjunction with ANPR to seize over 8,000 vehicles since September 2005. In addition to the dedicated force team, each OCU has at least one ANPR intercept team available. Force ANPR operations are co-ordinated through level 2 TCG meetings and are used as a tactical response for acquisitive crime and gun crime initiatives.
- Minimum standards of investigation for target volume crimes are readily accessible on the force intranet through a customised search engine. OCUs undertake self-audits to ensure compliance with minimum standards of investigation, and each OCU has crime assessors who check crime reports to ensure compliance with HOCA. In addition, assessors decide whether reports should be allocated for investigation or filed at source.

#### **Areas for Improvement**

- Sanction detection rates for key crime areas other than 'all crime' have fallen in 2005/06 compared with the previous year. The force argues that an emphasis on investigation does not best promote effective crime reduction, an area where WMP has performed well for a number of years. The sanction detection target is maintained by the force for public reassurance reasons. The detection rates achieved by WMP (set out below) should be set in the context of the reductions in crime it has achieved.
- At the end of 2005/06, the percentage of domestic burglaries detected was 10.1%, well below the MSF average. When compared with the rate in the previous year, performance has fallen by 4.16%. This decline in performance represents a further deterioration on previous figures, which saw the sanction detection rate fall by 6.4%, and has moved the force to near the bottom of MSF performance.
- In 2005/06 the percentage of violent crime detected was 41.4%, placing the force fourth in its MSF group. The robbery detection rate was 19.65%, a fall of 2.8% on the 2004/05 figure.
- The percentage of vehicle crime detected in 2005/06 was 7.15%, a further slight decline on the 2004/05 sanction detection rate of 8.5%.
- The force does not currently have a consistent approach to the tasking of economic crime unit (ECU) staff to level 2 operations. Effectiveness of the asset confiscation team may well be improved by the earlier deployment of ECU staff to such operations, which would provide them with the ability to optimise evidence gathering at the earliest possible stage.

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- WMP performs well in terms of cash seizures and forfeitures, but a force of its size should have the potential to improve in this area. Each OCU now has a trained financial investigator who acts as the single point of contact with the ECU. The force should consider how it might incentivise OCUs more effectively to utilise POCA powers.

**3D Improving Forensic Performance**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Good</b>	<b>Improved</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
3	16	21	3

**Contextual Factors**

The force has made progress in this area during the year, notably in the management of forensic performance. The ACC-led forensic strategy group drives improvements in this business area and a member of the scientific support unit (SSU) management team attends all of the force key advisory groups, thereby providing expertise on developing policy. The force intranet is utilised as a medium to promulgate policy, guidance and best practice to all staff and contains comprehensive details of many areas of forensic performance data. The force has benefited from working with Lanner (external consultants) to identify areas through which to enhance performance. The work identified by Lanner has been incorporated into the force’s forensic action plan.

**Strengths**

- The force compares well with its MSF peers in the area of scene attendance. For domestic burglary, WMP attends 90.4% of scenes compared with the MSF average of 84.7%. The force attends 49% of motor vehicle crime scenes, exceeding the MSF average of 42.5%.
- The chief officer lead for forensic management is the ACC (crime), who chairs the force forensic strategy group. This meets four times a year and involves key managers from all sections of SSU, together with OCU representatives, with the aim of mainstream business improvement in forensic management. ACC (crime) is also the chair of the national DNA operations group and a member of the national DNA database board. The DCC leads the national forensic science performance portfolio.
- The force has a detailed forensic strategy which has links to the crime support department’s policing plan and the forensic action plan, and sets out agreed priorities for improvement. Recent examples have been 100% registration of fingerprint experts and improvements in forensic data collection following the implementation of SOCRATES (a software system to track forensic performance).
- The force benefits from the FLINTS search engine, a nationally identified leading edge product for the extraction and exchange of data between internal systems, which aids investigations on a regional basis. The facility allows forensic intelligence to be shared between central departments, OCUs and other forces.
- The SSU has developed a sophisticated performance framework with PIs and targets to measure achievement against force standards at key stages of the

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forensic processes. Targets are personally owned and robustly assessed; results are updated on a quarterly basis and circulated via the force intranet. Force performance is monitored by the forensic strategy group on an ongoing basis, continuously reviewing processes to identify opportunities to improve.

- The force has been working for some time with the Lanner consultancy group, which has made a number of recommendations for change. These have been fully embraced by the force and all recommendations implemented. For example, turnaround times within the fingerprint bureau for identifications from crime scenes have been reduced from a month to five days.
- The force has developed a comprehensive set of forensic policies covering scene attendance, submissions, fingerprints, DNA, photographic digital imaging and firearms incidents. These are all readily available through the force intranet and thus easily accessible by staff in every station throughout the force. The website also provides practical guidance and links to other useful websites.
- SSU managers attend every NIM level 2 tasking meeting and have integrated forensic management matters within the NIM business cycle. SSU managers also attend all relevant key advisory group meetings, providing expertise in the development of policy. Additionally, the force holds scenes of crime supervisor meetings where forensic matters, performance, policy and good practice are discussed. The force utilises the SOCRATES system to generate performance information, which is incorporated into a quarterly performance document that is accessible via the force intranet.
- The local senior scenes of crime officer or representative attends OCU level 1 tasking and co-ordination meetings. This ensures that specialist advice is available to senior management team members and that forensic resources are prioritised through the TTCG process. Additionally, these representatives are used as experts in the development of local policies and procedures and are frequently invited to attend performance and policy improvement meetings.
- Forensic awareness is built into the lesson plans of a number of key courses provided by the force. These include the student officer training programme and the initial and intermediate investigative courses as well as the SIO courses. Training is also undertaken on sergeants' and inspectors' mandatory promotion courses, providing forensic awareness during critical incident management. The force training department is currently conducting further training needs analysis in this area, in conjunction with the force's Evolve programme.
- The SSU co-ordinates the costs of forensic submissions, conducting a cost-benefit analysis of each submission. If the submission meets the force criteria, then the SSU will meet the cost. If the submission falls outside the criteria, the OCU is offered the option to pay. WMP is conducting a cost-benefit analysis on a rolling basis of all its forensic processes; areas recently examined are CJ DNA sampling and volume crime intelligence submissions. Regular reports regarding expenditure in this area of business are produced and analysed. A service level agreement (SLA) with the forensic science service has been developed for the provision of DNA services in respect of volume crime, covering CJ DNA processing and crime stain submissions. This has introduced challenging targets for turnaround times and has led to a 30% reduction in submission costs.

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- The force ensures that 100% of its new recruits are fingerprinted and their DNA samples loaded onto the elimination database. This is done by linking it with the training that new officers receive on how to obtain mouth swabs from suspects.
- The SSU monitors, through the performance data produced by SOCRATES, the number of CJ DNA samples that are successfully loaded onto the database. If problematic patterns develop, remedial action is taken swiftly to rectify the problem.

#### **Area for Improvement**

- Despite the investment by the force in process improvements over the last 12 months, and despite an enhancement in the conversion rate in some areas (such as detections from DNA hits, which have risen from 73% in 2004/05 to 95% in 2005/06), the overall conversion rate of forensic intelligence to detections remains a concern for the force. The rate of conversion of fingerprint identifications to primary detections is 22%, against an MSF average of 36%. The conversion rate of DNA hits for the force was 24% compared with an MSF average of 36%.



**3E Criminal Justice Processes**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Good</b>	<b>Stable</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
0	15	27	1

**Contextual Factors**

The force engages effectively with the local criminal justice board (LCJB). The force head of CJ and other senior force managers chair working groups – eg, the investigation action delivery board (for sanction detections). The force has adopted the agreed LCJB strategy as the force strategy for all CJ processes. This document contains wide-ranging and challenging performance targets, against which the force and its partners are monitored.

**Strengths**

- The force has been involved since November 2002 in national projects to enhance victim and witness care (the No Witness, No Justice project). Processes developed locally are recognised as good practice and have informed national guidance.
- Co-located with the Crown Prosecution Service (CPS), Glidewell (joint CPS and police) units are now well established and have greatly improved performance; for example, the quality and timeliness of files have improved, there are enhanced communication links, and victim and witness care has improved markedly. Criminal justice units (CJUs) are resourced with dedicated trained staff who are deployed to provide a case-building function which reduces bureaucracy for operational officers.
- The CJ department has developed a concept described as ‘taking charge in the CJ arena’. A set of overarching principles has been devised to allow practitioners and other interested parties to distinguish what constitutes a good custody unit, CJU or identification suite. Performance measures have been identified for these three elements in the process, and are owned by local practitioners and the CJ champions’ network, monitored by members of the CJ department.
- The prosecution team performance management model is supplemented by a ‘discoverer’ search system that enables OCUs to monitor and proactively manage bail. The system also provides performance information in respect of prisoner disposal, such as no further action and charge and pre-charge advice that enables OCUs to proactively manage the disposal of offenders.
- The force has joint working arrangements in place with partners to monitor and manage prolific and priority offenders. These well established partnerships (eg probation service officers sited in police public protection units) have contributed to overall reductions in volume crime.

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- There is an effective Police National Computer (PNC) steering group led by the ACC (crime). In addition, the PNC is robustly audited and monitored for compliance against the statutory codes of practice at both OCU and force level. PNC performance in terms of court results is regularly considered in LCJB meetings.
- HM Probation Inspectorate reviewed the West Midlands youth offending team (YOT) arrangements and considered the force to be very good in its structures and support for the teams, particularly in Birmingham, Walsall and Sandwell.

#### **Areas for Improvement**

- The force has been praised for supporting the work of YOTs, but the youth justice strategy, last reviewed in 2002, is in need of revision.
- Force performance at the end of 2005/06 in respect of PNC arrest/summons registration was 59% of data registered within 24 hours. Earlier in 2006, the force implemented the new Police Information Technology Organisation solution to address technical difficulties. Significant improvements in registration performance will be required for the force to achieve the national target of 90% and comply with the NCPE statutory code of practice in this area.
- Court resulting performance is currently at 60% within ten days, which is below the national target of 90%.

## 4 Promoting Safety (Domain 3)

### 4A Reducing Anti-Social Behaviour

<b>Grade</b>	<b>Direction of Travel</b>
<b>Good</b>	<b>Stable</b>

#### National Grade Distribution

Poor	Fair	Good	Excellent
0	8	35	0

#### Contextual Factors

WMP is committed to providing a citizen-focused police service, which responds to the needs of communities and individuals and inspires public confidence in the police. The force is committed to reducing people’s concerns about crime, ASB and disorder. The force CSB directs strategy and promotes tools to tackle ASB and sponsors and directs community intelligence. Considerable work has been undertaken in respect of ‘local’ front-line policing through initiatives known as Project Spectrum and Evolve, and the force is now gearing up to embrace neighbourhood policing. The Chief Constable actively promotes the force’s vision to ‘reduce crime and disorder and make our communities feel safer’.

#### Strengths

- Full use is now made of the NIM process in respect of ASB. ASB is contained within the force strategic assessment and features in most OCU tactical documents. The force uses its intelligence systems to identify hotspots and patterns of ASB, effectively informing the tasking and deployment of PCSOs.
- The force signed the first national Crime-Related Anti-Social Behaviour Order (CRASBO) protocol in November 2005, covering HM Courts Service, the CPS, the police and seven local authorities. The protocol is an agreement on how the agencies interact and their responsibilities with regard to anti-social behaviour orders (ASBOs) and CRASBO applications across the West Midlands, covering best evidence, case preparation and management reviews. Each court area has an identified lead ASB CPS lawyer to provide specialist advice and direct ASBO applications. There were 247 active ASBO orders operating across the force area in 2005/06.
- The Birmingham Anti-Social Behaviour Unit (BASBU) was established in partnership with Birmingham City Council in 2003 and has since expanded. The BASBU has Home Office ‘trailblazer’ status and covers the nine OCUs that cover the City of Birmingham. The unit comprises one sergeant, three police constables, and 25 council and administrative support staff, who work with housing and other statutory and voluntary agencies, including YOTs. Perpetrators of ASB can be referred to various agencies or projects and, if necessary, court action is taken. During 2005/06, the BASBU achieved in the region of 200 court actions for ASB.

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- The force has taken time to develop an internal PI that measures the number of successful ASB interventions per OCU. Each OCU uses a force-wide database to record all ASB interventions and to gauge activity and progress; all entries can be viewed by other OCUs to promote best practice. The force ASB measure feeds into the 'blue box' indicator model by which OCUs are measured, compared and held accountable. The performance review department audits the ASB database and its use to ensure integrity in the way that comparisons are made.
- The Safer Travel police team is now well established, having had a substantial increase in team size with the addition of more than 15 PCSOs. These PCSOs specifically target ASB on public transport.
- Each OCU has at least one member of staff within the force CSB who is 'expert' in ASB or reassurance, promoting agreed methodologies and tools to tackle ASB. The force has increased the number of staff it contributes to the BASBU, a partnership team that steers ASB at strategic and tactical levels within City of Birmingham CDRPs.
- Two OCUs are currently piloting the deployment of intelligence staff within operations centres to capture calls to the police concerning ASB, and to convert this intelligence into problem profiles for local officers. Early results indicate a reduction in the number of repeat incidents and increased help for the OCUs concerned to address these types of incidents in real time.
- The force CSB has conducted seminars on ASB, involving local authorities and voluntary agencies. Joint training is provided by the West Midlands CPS and legal services on CRASBOs, ASBOs and all other ASB legislation. This training is delivered both on OCU and centrally, according to need. Together Academy training days and other external training is advertised internally across the force, and relevant Centrex guides are published on the force intranet.

#### **Area for Improvement**

- Research from the 2005 British Crime Survey indicates that the public perception of ASB in the West Midlands is 26%, significantly higher than the MSF average of 19.9%. While recognising that the housing and population density in much of the force area presents a particular challenge in changing perceptions, tactics such as marketing successful initiatives should be considered further.

**4B Protecting Vulnerable People**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Fair</b>	<b>Stable</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
8	32	3	0

**National Position**

This framework replaces two frameworks used in 2005 – Reducing and Investigating Hate Crime, and Crimes against Vulnerable Victims – which covered hate crimes (predominantly racially motivated), domestic violence and child protection. Following consultation with practitioners and ACPO leads, a single framework was introduced for 2006 with four components: domestic violence; child protection; the management of dangerous and sex offenders; and vulnerable missing persons. Hate crime is captured in framework 1A. It is therefore inappropriate to compare this framework with last year’s results; the direction of travel reflects HMIC’s judgements about changes in domestic violence and child protection, and the work that forces could evidence in the other two areas, for example that they had improved their structures, processes and resources.

The four areas are discrete but share a common theme – they deal with vulnerable victims where there is a high risk that an incident can quickly become critical, and where a poor police response is both life-threatening and poses severe reputational risks for the force. For this reason, the grade is an overall grade capped at the level of the weakest area of performance. Aggregating four components to a Fair grade – which is defined as being an acceptable level of service – when HMIC (and in many cases forces themselves) recognises that at least one area merits a Poor would be unsafe.

**Contextual Factors**

The force provides clear policies in respect of protecting vulnerable people. Dedicated teams provide child abuse services to groups of OCUs, with each team now headed by a dedicated detective inspector. Front-line officers, supported by designated officers, tackle DA. Public protection officers within offender management teams in local CSBs deal with MAPPA issues. There is effective use of the NIM process at force and OCU level in identifying and tackling the various strands of protecting vulnerable people. However, the force needs to ensure that corporate priorities are adhered to in a highly devolved organisation. Also, officer workload needs to be reviewed as a matter of some urgency.

**Strengths**

**Child Protection**

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- The responsibility for public protection policy lies with the ACC (crime), supported by a dedicated Silver detective superintendent. Active ACPO leadership has led to the appointment of nine detective inspectors to head the 'cluster' child abuse investigation units (CAIUs) and to achieve greater clarity with regard to the structural accountability of these investigations within OCUs. Both of these issues were highlighted in a previous Climbié audit. The force continues to fund a full-time superintendent post within Birmingham City Council's social care and health department, providing an essential strategic link between the respective agencies.
- The force has undertaken annual Climbié audits since 2004, examining every CAIU for compliance with Lord Laming's recommendations. Some 110 live files were examined in 2005, with specific feedback being provided to each CAIU and a force report identifying broader organisational learning. These reports indicate that improvements have been achieved, for example in the area of supervision – supervisors' decision logs were completed 66% of the time in 2004, compared with 93% in 2005.
- The introduction of the domestic abuse risk assessment indicator process has increased liaison with partner agencies through the multi-agency risk assessment conferences (MARACs) and information-sharing practices regarding children in households where DA is present. A protocol on the exchange of information between local authorities, WMP and CPS in child abuse investigations and prosecutions came into effect in March 2006.
- The force has embraced IMPACT, the national system to share intelligence on child abuse. Initially, this was used in two pilot sites but now all CAIUs have access to the system. Child abuse data is collected on the child abuse database (CAB), which interacts with CRIMES, the main crime recording system. FLINTS (a comprehensive search engine) can access CAB, allowing 24/7 flagging of children at risk. Every address that is the subject of child protection issues has a warning marker on the force command and control system.
- WMP is working towards a performance framework through the National Child Protection Working Group. The detective superintendent in adult and child protection represents WMP on the group and is actively involved in developing the framework at a national level. The guidelines, once agreed, will be introduced across the force.
- The safeguarding of children is a priority within the force's three-year strategic plan for 2005–08.
- All CAIU officers are trained to investigator standard. The force has determined that all detective inspectors heading a CAIU will be fully accredited SIOs. In addition to attending the three-week SIO course, all CAIU inspectors attend a specific child protection element, which lasts a week and is tailored to meet the specific demands of their posts.

### **Domestic Violence**

- The percentage of arrests made at the scene of DA was 65.4% in 2004/05; the force set an arrest target of 70% for 2005/06 but actually achieved 85.3%, above the MSF average of 71.2%. The arrest target for 2006/07 has been set at 80%. The repeat victimisation rate has been reduced by 8.7% in total across the force.

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- The identified chief officer lead is the ACC (crime), supported by the head of child and adult protection who oversees strategic planning and policy in this area. They are both supported by a detective inspector and detective sergeant who maintain an overview of DA policy. OCU commanders have responsibility for DA staff working within their respective CSBs.
- The force policy for DA has recently been updated to incorporate NCPE guidelines. The 'Part One' orders provide clear guidance, direction and responsibilities for all staff and highlight the requirement to follow the child abuse policy, ensuring crossover and clarity between these important policy areas.
- A DA risk assessment indicator process has recently been launched and rolled out across the force. It is envisaged that this will have a further positive effect on the levels of both repeat victimisation and victim satisfaction.
- The initial response to DA remains with operational officers. All initial incidents of DA are attended by officers, while a subsequent visit requires the involvement of a supervisory officer. Force policy directs that trained DA staff should determine the DA risk assessment category following an incident. A DA incident classified as very high risk is automatically subject to MARAC, which delivers a joint agency response to risk assessment and crime reduction.
- OCU performance on DA is monitored through an audit of 50 command and control logs per month on assaults that did not result in a crime being recorded. DA incidents are examined to ensure compliance with HOCR, force policy and, ultimately, victim care. Every command and control log identified as a domestic incident has a mandatory template that must be completed before the incident can be closed. These logs are automatically sent to OCU DA officers for follow-up as required.
- The force has an agreement with its CJ partners to fast track DA cases. Victims also benefit from the availability of ten specialist DA courts. These were reported in last year's baseline assessment report as developing; they are now firmly entrenched and delivering an improved service to victims and bringing more offenders to justice.
- Training has been cascaded through the force to all areas of work, from call handlers to front-line staff, witness care staff and specialists, tailored to the needs of individual roles.

### **Public Protection**

- The chief officer lead in this area is the ACC (intelligence), assisted by a Silver lead for public protection who is also the superintendent in charge of the force CSB. This post holder is the joint chair of the strategic management board with the probation service assistant chief officer (risk).
- The force has commenced a phased and structured roll-out of the Violent and Sex Offenders Register (ViSOR) system. The implementation and use of ViSOR is monitored by the joint public protection unit (JPPU). All records on level 3 (high risk) and level 2 (medium risk) offenders have been data cleansed and validated to ensure consistency; all new cases are created by the JPPU, which ensures further consistency. Individual OCUs are responsible for data cleansing level 1 offenders.

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ViSOR is being used force-wide, and consistent training is available with input on the course from the JPPU. The JPPU also offers additional support to public protection officers by visiting each OCU for one or two days to offer hands-on practical advice and guidance.

- A recently introduced comprehensive guide to the policy for managing MAPPA offenders has strengthened and brought up to date the orders that officers were working to last year. The policy contains a separate appendix on panel attendance and responsibilities, including delegation of roles. The MAPPA co-ordinator monitors attendance at MAPPA meetings and is confident that attendance is consistent.

### **Missing Persons**

- The force has adopted the national electronic recording facility for missing persons, known as COMPACT. It has a built-in risk assessment process that sets out specific supervisory responsibilities, helping to standardise the response to such enquiries across the 21 OCUs.
- The superintendent (operations) on each OCU is responsible for overseeing all missing persons cases on their OCU. Force policy has recently been reviewed against NCPE guidelines, and has led to a requirement for an identified role within the CSB to monitor and make enquiries in relation to all missing persons. This is overseen on a day-to-day basis by duty inspectors, using the COMPACT system.
- The force has adopted the ACPO data exchange protocol with the National Missing Persons Helpline (NMPHL). Guidelines have now been agreed whereby NMPHL will be informed within set time limits of people who have been reported missing. The 'appropriate time' depends on the risk assessment carried out when the case is entered onto the COMPACT system. This process is closely monitored by the force PNC bureau.

### **Areas for Improvement**

#### **Child Protection**

- While the force has established a clear accountability framework and policy for the investigation of child abuse, the highly devolved nature of the organisation has led to an inconsistent approach by some OCUs on issues such as staffing levels, supervisory ratios and workloads. HMIC has received reports of workloads in excess of 150 cases per officer per year, more than double the national benchmark of 60 cases per year. OCU commanders would be assisted in determining resource levels for these units by clearer guidance and firmer management by the force on acceptable workload levels for officers working in this high-risk area.
- The DA risk assessment process, which is being rolled out across the force, is currently having a negative impact on workloads within some CAIUs, with reports of large numbers of referrals being unactioned for long periods of time. While 'bedding in' takes time, the force needs to keep this issue under constant review.
- The force undertook a Climbié audit in 2004 which made a number of recommendations, some of which have yet to be acted on. The force is urged to



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undertake a review of the outstanding recommendations with a view to expediting outstanding work.

**Public Protection**

- WMP is, commendably, a devolved organisation, but some OCUs are reported to be abstracting sex offender officers for other duties, sometimes for days at a time. While these absences are monitored by the MAPPA co-ordinator, the high-risk nature of these roles suggests that the force should review this position as a matter of urgency and issue clear guidance to OCU commanders on the nature and extent of acceptable abstractions.
- There is no generic job description for sex offender officers; OCUs can develop their own as posts evolve. This is less than satisfactory, and the MAPPA co-ordinator should oversee a generic job description.

**Missing Persons**

- The force currently has an inconsistent approach to the review of long-term missing persons cases across the 21 OCUs. This, however, has been recognised and the post of missing persons co-ordinator has been introduced within the MIU, specifically to improve the consistency of approach. Additionally, it is intended that the post holder will have responsibility for force policy, to ensure that the model for the supervision of missing person investigations is adhered to; to co-ordinate a strategic problem-solving approach to missing persons; to conduct 28-day reviews with OCUs; and to co-ordinate further 28-day reviews at three- and six-month intervals, and then annually. At the time of inspection the post was unfilled.

## GOOD PRACTICE

<b>TITLE: Domestic Violence</b>
<b>PROBLEM:</b> To enhance victim safety, manage potential lethal situations (eg, family 'wipeouts'), make better use of intelligence and increase the standard of investigations and supervision.
<b>SOLUTION:</b> The risk indicator process provides opportunities to become more proactive and intelligence-led around prevention, protection and enforcement. Risk indicator research shows information can be analysed to target persistent offenders and to prevent repeat victimisation. Targeting repeat and serious offenders through NIM enables officers to reduce level of violent crime and repeat victimisation by informing T&CG process at strategic and tactical level. Informs decisions and actions by Police and other agencies to protect the victim, children and other vulnerable victims. The process informs child protection processes, including assistance in fulfilment of legal obligations and commitments to other agencies.  Risk factors are viewed as valuable information gathering tools rather than formal predictive ability. Research suggests that certain factors increase the likelihood of future harm, including homicide. Early and appropriate intervention in domestic violence situations is key element of police response to domestic abuse. Risk identification and assessment is not carried out in place of an effective investigation but is an integral part

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of the police investigative response.

In situations of domestic abuse, events and circumstances may undergo rapid and frequent change. Therefore, the indicator is kept under review, and where necessary, repeated in its entirety. Magistrates and the judiciary are informed of risk indicator assessments undertaken when considering bail applications. Officers attending an incident of domestic abuse complete a Domestic Abuse Initial Risk Indicator Form that is sent to the DA officer. This officer evaluates the level of risk using a scoring matrix, and forwards it to Child Protection Units, Social Services and Health as appropriate. The DA officer categorises the level of risk as either STANDARD, MEDIUM, HIGH or VERY HIGH RISK and ensures that initial strategies detailed in force guidance documents are implemented. In addition, force guidance outlines further specific actions for each category of risk.

For example, an incident categorised Very High Risk is discussed at a multi-agency risk assessment conference and considered for discussion at Shared Priority Forum/T&CG Meeting. These strategic interventions give equal focus to the victim and abuser. To protect the victim is to demotivate the abuser; to demotivate the abuser is to protect the victim. To achieve this the victim and abuser need to know about the actions taken in relation to each other. The victim and abuser must also be informed that further incidents will result in increased activity by police and other agencies. A disposal by NFA is not an option.

**OUTCOME(S):** This strategy is supported by an extensive training package, aide-memoire cards for officers and sergeants and folders for Domestic Abuse officers, supervisors and Control room staff. Since the introduction of this Domestic Abuse Risk Indicator Model there has been a dramatic drop in domestic abuse murders.

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## 5 Providing Assistance (Domain 4)

### 5A Contact Management

<b>Grade</b>	<b>Direction of Travel</b>
<b>Excellent</b>	<b>Stable</b>

#### National Grade Distribution

Poor	Fair	Good	Excellent
1	18	20	4

#### Contextual Factors

WMP continues to build on previous success in the area of call management. The Contact Counts strategy is an end-to-end strategy that has improved levels of police response to victims and witnesses. The force has also adopted a robust approach to continuous improvement. Levels of performance in customer service are measured using a satisfaction survey known as Feeling the Difference. WMP has championed the use of 'lean-systems' thinking methodology to examine the type and frequency of demand and remove waste and failure from systems of work. This combines to maintain WMP as an example of excellence in this business area.

#### Strengths

- In 2005/06, the number of non-emergency calls answered within the local target time (15 seconds) increased to 94.44% from 74% in 2004/05.

#### The Customer

- The force is clearly focused on the need to make continuous improvements in customer service and accessibility, and this is reflected in the increased public satisfaction and confidence experienced by the force over recent months. The force Evolve programme has brought together a number of ongoing themed strategic projects – eg, Project Spectrum and Contact Counts, under a single umbrella strategy. Co-ordination and management of this programme is directly overseen by the DCC, with each theme led by a member of the COG. In essence, Evolve demonstrates the force's clear commitment to understanding fully what the public expects and needs from its police service, and has the stated objective of delivering the best service possible. To maintain and enhance performance focus in this area, Evolve is underpinned by a well established and robustly managed performance framework, which has been adapted to measure public confidence in policing, call handling and keeping victims informed about the progress of their case.
- WMP fully understands the importance of customer and staff feedback in driving continuous service improvement. Letters from the public and suggestions made by staff are always treated as a priority. The 'lean-systems' thinking adopted by the force ensures that it listens effectively to callers' views and involves the staff who are doing the work in coming up with solutions. One example of this was the provision of

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an auto-attend system that allows Neighbourhood Watch co-ordinators to bypass the switchboard, thus saving time in getting messages to the relevant OCU.

- WMP exploits all opportunities to communicate its values and standards on customer service to the public, for example through the Serving You website, which is being made increasingly DDA-compliant. WMP has also embarked on a corporate communications programme to support good contact management. The force covered these issues in a publication called *Building Communities, Beating Crime*, which was delivered twice during 2005 to households throughout the West Midlands.
- The force monitors the quality of service provided to the community, as demonstrated by the creation of a quality of service complaints database. The system, introduced in April 2004, enables the swift resolution of identified organisational service delivery issues and allows analysis of trends and opportunities for improvement.
- The force complies with the Freedom of Information Act and, through its website, outlines its publication scheme and policies. To engage the community in obtaining feedback, the force has introduced the Your Voice Counts initiative, using a pro-forma questionnaire on its website. Results are fed back to local commanders and used to influence local service delivery.
- As a way of improving public accessibility to the police and to the wider CJ service, the force, in conjunction with other emergency service partners, has introduced SMS text and Typetalk facilities for people with speech or hearing difficulties.

## Culture

- WMP continues to build on previous success in the area of call management. The Contact Counts strategy provides an end-to-end approach that has improved levels of police response to victims and witnesses. The force has also adopted a robust approach to continuous improvement in this area. Levels of performance in customer service are measured through the Feeling the Difference survey. The force also tests the customer experience by using mystery customers (individuals who make telephone calls or personal visits to police stations to test the level of service delivery). Additionally, WMP has championed the use of 'lean-systems' thinking, which keep the chain of interaction with the customer as short and as simple as possible by examining the type and frequency of demand and by removing waste and failure from interactions with the customer.
- As a result of its success in improving call handling, the force has been shortlisted as one of three from 450 entries for the Public Servants of the Year Awards 2006 in the Creative Solutions category, and has reached the last eight in the Professional Planning Forum's Innovation Award 2006. Internally, the force awards the Rebai Chorfi trophy twice a year to recognise excellence in call handling across its 21 OCUs. The award consists of two cash sums for the best and most improved OCUs, based on a balance between quantitative and qualitative performance measures.
- The Contact Counts strategy outlines the force QoS in response to the Victims' Code and the national QoS. A copy of the document has been supplied to all staff and emphasises that the police response should be victim and witness-led, from initial contact to the closure of either an incident or an investigation, and that the public needs to be kept informed of progress. These standards are underpinned by strict, measurable timescales. Following extensive consultation, the document has

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recently been revised and will be re-launched later in 2006.

- Call-handling activity, its strategic development and performance management are overseen at an executive level by the 'Intelligence Strategic' advisory group, chaired by the ACC (intelligence). The group includes representatives from all the internal call-handling stakeholders, eg OCU and departmental commanders and staff associations. The work of this group complements and reinforces that undertaken by the Evolve programme board.
- As an incentive for employees, a Quality Achiever Award Scheme recognises individual staff achievement and the contribution of individuals to improving the overall level of performance and service delivery.

### Strategy

- The force call-handling strategy is outlined within the operational communications department (OCD) and Contact Counts strategies, and is communicated effectively to all staff. Project Unity 1 underpinned Contact Counts, examining the type, frequency, value and flow of service demand. It also considered measures to assess the force's call-handling capability and to understand the variations that occur and the force's attitude to customers. Throughout the work, many areas of system failure and waste were identified. The force has invested considerable resources in improving these processes, through an approach known as 'lean-systems' thinking. Having proven its worth, this method has been extended to look at the whole policing flow, from switchboard handling and 999 calls to service outcomes. Teams of front-line officers and civilians, representing the whole flow, have worked together with managers to provide valuable insight into service improvement. In addition, the force has used public focus groups to provide the customer's perspective.
- 'Lean-systems' thinking puts the customer at the centre of activity and encourages a new perspective on how the end-to-end system works. These principles are incorporated within Project Unity 2, which is currently examining the potential future demands on call handling that will be created by the introduction of neighbourhood policing and the single non-emergency number. Early analysis from the neighbourhood policing pilot site at Sandwell of the ASB hotline reveals duplication, failure and waste within the current systems. Work is ongoing to resolve this.
- WMP has comprehensive and tested disaster recovery plans to ensure that business continuity is maintained within the call-handling function.

### Human Resources

- The force control centre and switchboard functions have a demand management facility (GMT Planet) that forecasts peaks in demand and identifies the right number of staff required to meet those peaks.
- In the last two years, the force has moved the call-handling function from the operations department to a separate OCD, investing in purpose-built accommodation that houses dedicated support functions such as finance, HR, administration and a people development officer. A wide-banding approach in recruitment for call handling provides clearer career pathways, with increments in pay awarded against competencies and greater opportunities for advancement. HR professionals are highly involved in the running of the force contact centre.

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- The OCD has its own HR plan. In recent months the turnover of staff has been significantly reduced, from 15% in 2003 to 2% in 2005. This, together with the reduction in overall demand, has provided the department with the ability to invest more in its people and increase the level of service to the public. Exit interviews are undertaken by the head of department and the personnel manager, and problematic issues are identified and dealt with effectively.

### **Training, Skills and Education**

- Project Unity identified the importance of training staff who are the first point of contact with the public. A dedicated training team, in a purpose-built training suite, has been established to train first contact staff. As a result of revisions to the Contact Counts strategy, the force has now determined that all staff will receive a one-day mandatory customer service course.
- The OCD has a dedicated training team that delivers training to staff according to identified needs such as the introduction of National Call-Handling Standards. To encourage career development and customer service in call handling, the force has a well established National Vocational Qualification study programme, which a number of staff have undertaken. The team is led by a dedicated training supervisor.

### **Technology**

- Call handlers have access to EISEC (a system that identifies a caller's telephone number), which has been used effectively for some time to deal with emergency calls. In addition, the force purchased and then substantially upgraded ASK software, which provides call handlers with immediate, real-time advice on the grading of incidents, good practice on dealing with an incident, policy and procedure. The command and control system also has the ability to identify major incidents and populate the incident log with the appropriate questions for the call handler to put to the caller.

### **Management Information**

- The force tests delivery of aspects of the Contact Counts strategy by, for example, testing the quality of service delivery at police station front offices. A series of 200 mystery visits to ten different police stations provided feedback to OCUs about quality of service, individual performance and issues for future training courses. A further 280 mystery visits were being undertaken at the time of inspection.

### **Areas for Improvement**

- While the force currently provides good levels of access to services, it has yet to implement a customer interaction management system that would allow multi-media access, eg by telephone, voice-mail, email, fax, SMS and internet, nor does it have the ability to provide call handlers with historical information on individual callers.

**5B Providing Specialist Operational Support**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Good</b>	<b>Stable</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
0	23	19	1

**Contextual Factors**

WMP has a central operations department that incorporates a number of different specialist units, including firearms, operational support unit, roads policing, dogs and air operations. This allows the department as a whole to place expert knowledge and resources at the force's disposal.

**Strengths**

- The force firearms commander cadre is well established and has been tried and tested. This year the number of trained Silver commanders has been reduced, thereby increasing each commander's exposure to operations and increasing their skill levels. WMP also provides a trained cadre of two superintendents for tactical operations in respect of suicide bombers, with an urgent response provided by the force control centre duty inspectors. All ACPO officers are Gold trained.
- A full range of less-lethal options, such as Taser, are available to all firearms officers deployed to incidents. The use of less-lethal options has increased in 2005/06, most notably with the arrest of an alleged suicide bomber using Taser. Other options include the use of specialist and general purpose trained police dogs, whose handlers operate within the firearms unit.
- The force has a robust and well documented debriefing process for all firearms incidents. Additionally, it has developed regional protocols in areas such as firearm support, air operations and contingency planning for incidents such as an influenza pandemic.
- In October 2005 the Lozells area of Birmingham was the scene of serious disorder; 18 police support units (PSUs) were deployed daily for over two weeks, while 'normal' business was maintained elsewhere. All ACPO members of the COG worked as Gold commanders during the disorder.
- The force has a generic and flexible major incident plan and proven arrangements to respond effectively to a major incident or threat, including call-out and activation procedures. There are sufficient trained staff in all the key specialist areas required for a major incident response, together with good levels of equipment and facilities. Specialist officers take part in exercises with multi-agency partners as well as experiencing actual deployments; for instance, the casualty bureau responded to both the Asian tsunami and the London bombings.

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- WMP has invested in a sizeable CBRN (chemical, biological, radiological and nuclear) capability and has 12 trained PSUs that participate in regular exercises to test their capability.
- The force is represented at both the regional and local resilience forums (LRFs), with the ACC (operations) attending the regional forum as well as associated sub-groups. Through one LRF sub-group the force has participated fully in the establishment of the community risk register, which has been published; risk assessments are currently being evaluated to manage identified risks. The LRF information-sharing sub-group ensures that a wide range of organisations, many voluntary, are consulted about information sharing through multi-agency protocols.
- The force has a comprehensive major incident plan that complies with all the elements of the ACPO *Emergency Procedures Manual*. In conjunction with partner agencies the force has developed a set of detailed contingency plans, which are reviewed systematically to ensure compliance with the Civil Contingencies Act. Plans are maintained by an appropriately trained central team and an OCU planning officer. Protocols are in place with the voluntary sector to promote effective work with emergency responders.
- A member of the management team from the operations department attends all force level 2 tasking meetings. This has brought support functions into the NIM business cycle; for instance, the force operational support unit is tasked to support emerging threats to disorder at both level 1 (in support of OCUs) and level 2.
- The force recognises the value of community intelligence and of its use to trigger preventative action. Intelligence is gathered at OCU level through a large number of network groups and individuals on each OCU, and actioned through the information management system and tasking. There is also a community directory on the force intranet, accessible to all staff. There is evidence that such intelligence has led to preventative action within communities.

### **Areas for Improvement**

- The force submitted a documented action plan to the NCPE in 2005 in compliance with the Home Office *Code of Practice on the Police Use of Firearms and Less Lethal Weapons*, the ACPO *Manual of Guidance on Police Use of Firearms* and the National Police Firearms Training Curriculum. In response, NCPE has issued only a provisional licence for the period November 2005 to November 2006. The force needs to make sure that it undertakes all appropriate steps to secure a full licence later this year.
- Although national threat assessments inform the work of appropriate departments in the force, and resources are tasked to respond, there is no identified system to ensure that all the force's operational plans fully reflect recent intelligence and information, or that plans are analysed to identify common themes.



**5C Strategic Roads Policing**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Good</b>	<b>Stable</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
0	7	33	3

**Contextual Factors**

Roads policing within the West Midlands is predominantly devolved to OCU level with commanders having responsibility for geographical areas. At force level, the traffic unit provides specialist expertise to support OCUs, assist in escorting VIPs, assist partner agencies in preventing and detecting crime on the roads, and provide a dedicated ANPR capability to prevent criminal use of the roads network. The West Midlands area contains a comprehensive motorway infrastructure, which is policed by the Central Motorway Police Group (CMPG), a partnership between the West Midlands, Staffordshire, West Mercia and Warwickshire forces. Multi-agency work is a key element to all roads policing activity in the relentless drive to focus roads policing on criminal activity and the force performs well in this area.

**Strengths**

- WMP operates a devolved roads policing structure; each OCU commander is charged with maintaining dedicated roads policing unit (RPU) for the area, comprising a sergeant and 12 constables. A core of traffic expertise is held centrally, primarily to deliver support for ANPR operations and crash investigations. The force is also part of a regional collaboration that provides roads policing for the CMPG.
- The chief officer lead for roads policing is the ACC (operations), supported by a chief superintendent in headquarters operations for roads policing activity. The chair of the CMPG executive board is an ACPO officer who takes the proactive lead for the group in roads policing. The executive board comprises the ACC (operations) from each of the four constituent forces. The head of CMPG (a chief superintendent) reports directly to the ACC chair of the CMPG executive board, following clear lines of accountability.
- The force has a robust roads policing strategy with objectives mirroring those detailed within the ACPO National Roads Policing Strategy (2005–08) – denying criminals the use of the roads. It is clearly linked to the crime and casualty reduction strategies. Roads policing has PIs in the local policing plan and appears in the force’s strategic plan for 2005–08. The force performance management framework is used to ensure accountability against local policing plan targets.
- Within the operations department a roads policing desk acts as a central point of contact for co-ordinating force-wide traffic issues, and ensures consistency in relation to all policy issues. Initiatives requiring a force-wide response are co-

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ordinated centrally. All good practice or changes are disseminated from this point and quarterly RPU forums are chaired by the chief superintendent (operations). An overview of all roads policing issues is provided by the operations department.

- The operations department website contains a section on roads policing so that support services, policies and procedures are circulated throughout the force. This includes the targeted use of traffic resources to deter criminal behaviour and disrupt criminals from using the roads network.
- Reducing serious injury RTCs is a key PI for the force. CMPG also has this as a key PI, and is currently achieving an 11% reduction in serious injuries on the roads for which it is responsible.
- The number of people either satisfied or very satisfied with the whole RTC investigation process is 87% in West Midlands, higher than the MSF average of 81.6%.
- CMPG incorporates an intelligence cell with an intelligence manager, local intelligence officer and force intelligence officer capability. Effective links are made with all constituent force intelligence structures at force and OCU level, as well as the national roads policing intelligence framework. CMPG is also part of the regional intelligence group and its intelligence cell links to a wide variety of national agencies.
- The patrol strategy is determined by CMPG's incident demand problem profile together with RTC data which is included within the CMPG tactical assessment.
- Force-level roads policing is tasked using the NIM process at level 2: a member of the operations department management team attends every level 2 tasking meeting. A dedicated ANPR intercept team is tasked and directed using the NIM process at level 2 in order to support volume, serious and organised crime and anti-terrorism operations. A force traffic unit inspector chairs the Midlands roads policing intelligence forum. This assists in the organisation of cross-border operations and the dissemination of intelligence.
- Level 1 resources on OCUs are tasked and directed using locally prepared intelligence packages and products, which results in RPUs contributing more effectively to the force vision of providing reassurance and crime reduction.
- A criminal network analysis has been conducted, and the force co-ordinates level 2 armed ANPR operations using this data, supported by geographic crime analysis.
- WMP and CMPG have invested considerably in ANPR technology; CMPG has successfully obtained £2.7 million in funding for additional ANPR equipment.
- Central ANPR deployments are regularly carried out in conjunction with other agencies – the Vehicle and Operator Services Agency, HM Revenue and Customs, court warrant officers, etc. The effectiveness of deployment of the dedicated force ANPR intercept team is consistently high, as evidenced through the number and quality of arrests and prosecutions for a range of offences since its introduction.
- The force is part of the West Midlands camera safety partnership, which is fully compliant with Department for Transport guidelines. Many of the educational

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campaigns devised by the camera safety partnership are being adopted regionally due to their quality and effectiveness.

- There is significant evidence of extensive partnership working between the force traffic unit, external partners and the public in relation to speed limit enforcement and a range of other initiatives, including seat belt and mobile phone campaigns. Force initiatives are communicated to all staff through effective briefing processes and all supporting strategies are published on the force's intranet. CMPG also works with a wide variety of partners, particularly the Highways Agency, with which it has a joint performance plan.
- WMP is a leading force in relation to the use of new seizure powers under the Serious Organised Crime and Police Act. Over 8,000 vehicles were seized in four months in 2005, which has had significant impact in the region in denying criminals the use of the roads.
- The ACPO policy in relation to police pursuits is complied with fully and is clearly communicated to all officers. Staff must be advanced driver trained and receive authorisation by the force control centre duty officer before engaging in a pursuit. Incidents are reviewed on a daily basis by control-room supervisors, and by managers where risk has been identified, and all officers involved in pursuits are subject to a post-incident mandatory, documented debriefing process.
- The ACPO *Road Death Investigation Manual* has been fully implemented across the force. A dedicated crash investigation team supports all road death or serious injury investigations, which are carried out locally by fully trained RTC SIOs and road death collision-trained FLOs.
- The force uses a wide range of technology to support casualty reduction and collision investigation, including the use of computer software which identifies trends and hotspots through intelligence analysis.
- The force has a dedicated traffic data unit; it links closely with the casualty reduction partnership and supplies analysis and information on casualty and accident hotspots. Fixed safety camera deployments are subject to detailed analysis of the data provided, which is used to assist in the decision-making process when selecting camera site locations.
- The personnel manager for CMPG is responsible for the recruitment, retention, training and development of all staff from the West Midlands region. Some 186 members of staff from four forces work in CMPG and are fully qualified to perform all aspects of the role. Resources for the group are determined by a number of factors, including incident demand, length of motorway, population and finance. All staff have performance development review (PDR) objectives that link into the local and national policing plans.
- CMPG has direct access to the PIKE (HGV) database, which is centrally co-ordinated within the CMPG intelligence unit. Information is assessed and fed into the database, which is accessible to all OCUs and the force traffic unit.

**Area for Improvement**

- The 2005/06 performance year has seen a 4.5% increase in serious injury RTCs against a 5% reduction target. However, the force is still on track to achieve the 2010 casualty reduction target.

## 6 Resource Use (Domain B)

### 6A Human Resource Management

<b>Grade</b>	<b>Direction of Travel</b>
<b>Good</b>	<b>Improved</b>

#### National Grade Distribution

Poor	Fair	Good	Excellent
2	18	23	0

#### National Position

The PPAF indicators on sickness and medical retirement continue to be key quantitative measurements of human resource (HR) performance. Increasing significance is being given to the completion of performance development reviews (PDRs) within 60 days of due date. PDRs should be intelligence-driven and link to other HR processes such as promotion and career pathways.

While most forces have conducted some basic workforce planning, this has yet to be extended to all staff, ranks and grades. Workforce planning often concentrates on basic succession planning for key operational police officer posts. Most forces now have a full range of policies to support the work/life balance, often going beyond their legal obligations. The majority of forces need to develop an effective mechanism to manage demand, which ensures that they allocate resources to peak periods. There is limited evidence to show that supervisors and managers have been adequately trained in effective resource management.

Although annual staff satisfaction surveys are common, applying the learning from these surveys, and from employment tribunals, accidents, injuries, complaints and grievances, could be developed further. Much health and safety activity in forces is owned by a handful of key individuals and is rarely integrated fully into day-to-day activity, other than monitoring of accidents, injuries and near-misses. Few forces have accident/injury reduction targets or effective performance management of health and safety activity.

#### Contextual Factors

The PA is fully involved in the development of the costed HR strategy and plan. The force is committed to ensuring that the highest quality of leadership and management is applied to the provision of its policing services. It continues to modernise in order to meet the high expectations of both the public and staff aiming to become an employer of choice within the region. The force is striving to eliminate discrimination and to provide equality of opportunity to all employees and potential employees, as well as equality of service to the community.

## Strengths

- WMP benefits from very low sickness rates compared with other forces in its MSF group. Despite a slight increase this year in police officer and police staff sickness (4.8% and 5.3% respectively), the force has the fourth best record nationally for police officer sickness rates, and lies seventh nationally for police staff sickness.
- The PA is involved in producing the costed HR strategy and plan. A focus of the strategy is making the most of staff by achieving improved performance through realising their potential, managing and promoting diversity, managing recruitment and retention, promoting health, safety and welfare, and developing police reform/modernisation and leadership. The HR plan sets clear annual goals, actions and PIs, in conjunction with: the force's vision: 'Reduce crime and disorder and make our communities feel safer'. As part of the planning cycle, HR managers engage OCU commanders to ensure that future planning priorities are identified and linked to the operational service delivery needs of the force.
- A critical aspect of HR support to front-line policing is its corporate and local links with OCUs. These links are driven by a devolved personnel structure, with local OCU-based personnel managers reporting to commanders. Corporate personnel advisers provide professional support to local units. Local delivery of the personnel function, in support of local operational policing requirements, is assessed through corporate personnel audits. The results are fed back to OCU management teams, with action plans drawn up where necessary.
- During 2005, the force once again achieved Investors in People (IIP) accreditation, demonstrating its commitment to and understanding of effective people management; it was highly commended for its achievements in this area of business. To ensure that it continues to maintain this accreditation, the force has now opted to be reviewed annually instead of every three years.
- The HR performance management framework, together with the use of NIM, informs and directs resourcing issues across the force. Access to a full range of HR-related performance management information is provided in real-time using an integrated HR IT system.
- The director of personnel demonstrates a proactive lead by chairing the corporate health, safety and welfare committee. Progress has been made in implementing the National Occupational Health Strategy. The director of personnel also attended local health and safety meetings on a number of OCUs during 2005. A health and safety plan is developed each year which details the priorities for the force. Following the annual health and safety audit, each OCU produces an action plan, which is progressed through the local committee structure.
- The force has 'near miss' and accident investigation systems in place and is in the process of investing in a computerised accident reporting system.
- WMP devolves responsibility for the bonus payment scheme to OCUs and departments. The scheme rewards officers, staff and special constables for occasional work of an 'outstandingly demanding, unpleasant or important nature'. Between 1 April 2004 and 31 March 2005, 3,802 payments were made to staff, with a total value of £478,050.
- During 2005/06, 17 OCU reassurance teams were created through the release by civilianisation of 68 police officer posts, equating to a saving of some £474,000.

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- The force has a low number of medical retirements for police officers, with only seven being approved in 2005/06 compared with a budgeted figure of 25. Three officers who had previously retired on medical grounds have since returned to duty. In addition, the force manages through regular review those ex-officers in receipt of injury awards, and managed to achieve savings of £78,000 during 2005.

#### Areas for Improvement

- The force uses a number of devices to assess the fitness of potential recruits which do not comply with national standards. The force is not alone in its concerns regarding fitness testing for recruits, but is urged to apply the nationally agreed standards.
- The force operates a streamlined PDR process, focusing on individual development requirements and performance and on delivery by individuals and teams. The force believes its system is user-friendly for both appraisers and appraisees. However, it does not fully comply with the national PDR/integrated competency framework requirements.
- WMP does not yet have a systematic process for learning lessons from grievances and employment tribunals.

## GOOD PRACTICE

**TITLE:** Online recruitment and diversity

**PROBLEM:** Recruiting officers from ethnic minority groups

**SOLUTION:** - WMP's updated careers website allows online applications for all roles and was enhanced by innovative features such as a chat room and an under-18s club. The new site plays an important role in underpinning these efforts to promote a diverse intake. It is also key to ensuring that each new intake more accurately reflects the ethnic make-up of the local community. The careers section is playing an essential role in equipping candidates from its target audience with the skills they need to be considered as police officers. There has been an increase in the number of civilian staff roles from 298 in 2002/3 to 702 in 2005/6.

To achieve best value from marketing activities, candidates are directed to the website to obtain information on vacancies and thereby reduce the amount of expensive advertising space used elsewhere. 'Signpost' adverts in the local press are playing a significant role in this. Staff vacancies are advertised on the careers website, and since the new site was introduced a marketing database (talent pool) of potential 6,429 candidates was created. Individuals can be e-mailed/marketed by gender, ethnicity, disability and by role. A recent e-shot to 650 PCSO candidates, inviting them to attend an open evening, resulted in 30 registrants within a matter of minutes, and within three days a total of 170. Some 21% of all reservations were from minority ethnic groups, while 41% were female. The 'positive action' section on the website is unique among UK police forces and aims to equip applicants from its target population with the skills they need to perform at their best in the police officer selection process.

The scheme has a dedicated, restricted-access section on the recruitment site. Any

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candidate from a section of the community which is under-represented in the force receives a leaflet about the scheme after submitting their application form, which includes a password for accessing this section of the site. The resources available under positive action include access to 'buddies' as well as serving officers in the recruitment team. Candidates can view sample written and numerical tests and use the online diary facility to book themselves in for mock tests held under exam conditions. The section also contains information about support groups such as the Black and Asian Police Association, the British Association of Women in Policing and the Rainbow Network, which represents the interests of lesbian, bisexual, gay and transgender staff.

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**6B Training, Development and Organisational Learning**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Good</b>	<b>Improved</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
3	11	27	2

**National Position**

Learning and development (L&D) is a key driver for forces to improve performance. The requirement is for the right staff to have the right skills in the right place and at the right time in order to achieve or support operational performance.

HMIC has awarded a Good grade where key criteria have been met. Notably, where there is a clear distinction between the role of contractor and client, with the full and sustained involvement of a chief officer and the Police Authority. There should be a single post with accountability for all L&D products and services. Another prerequisite is an L&D strategy which is fully compliant with Home Office guidance and supported by a business plan, an improvement plan and a fully costed 'planned' and 'actual' delivery plan. Finally, a Good grade reflects robust quality assurance and evaluation processes, with clear evidence that the force is engaged in collaborative activity.

**Contextual Factors**

This section summarises the results of improvement activities that have been undertaken since the last inspection. It facilitates an understanding of the context within which such activities have taken place, together with an understanding of the outcomes.

- The force was graded Good during the 2005 baseline process, with a number of recommendations made for improvement.
- The force fully utilises the training strategy group as a quarterly reviewing body for the senior client group, which has had the effect of improving the client/contractor relationship.
- All learning and development (L&D), wherever it occurs, now comes under the direction and control of the head of training and is captured in the annual training plan.
- The employee development and training department has developed a new post of L&D manager, a professional L&D lead to support the continuity of professional expertise.
- A single improvement plan has been developed for the L&D function and is reviewed quarterly.

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- The force has developed an evaluation strategy and a function within the training inspectorate that reports back directly to the head of training.

### **Strengths**

- The force has strong mechanisms in place to manage the L&D function, with robust leadership provided at chief officer level. In addition, there is a clear client focus to support operational objectives and performance achieved through attendance by L&D personnel on all key advisory groups. This positions the function as a key deliverer of change with an excellent understanding of overall organisational business needs.
- The training plan is reviewed quarterly by the head of training to ensure that it best matches demand. The plan is presented to the training strategy group, which is informed of its current status by application of a dynamic prioritisation process.
- The force has undertaken a survey of the customer's perspective of training and has incorporated findings within the improvement plan.
- The force has a training inspectorate which undertakes quality and version control of all training as well as conducting OCU inspections of function. Lessons are placed on a central electronic lesson library and are made available to all trainers across the force.
- The force engages with a strong regional partnership, in terms of both management and delivery of training, taking a proactive lead in many areas of national development, including the Initial Police Learning Development Programme (IPLDP) and professionalising the investigative process (PIP).
- The force has had an e-learning department for over three years and has developed an e-learning strategy to support blended learning programmes.

### **Areas for Improvement**

- The L&D function has developed a set of performance targets for the delivery of training which now need to be embedded within the organisation.
- The L&D function has recently undergone training in the use of a diversity mapping model to improve the mapping of diversity issues within its training as part of its response to the police race and diversity learning and development programme. This work now needs to be embedded within the force.
- The force has recently developed a community engagement forum based on an OCU KIN model. This forum seeks to act as a 'critical friend' to the development and delivery of training and provides feedback on how communities view training and policing as a whole. This area of business needs to be embedded within the organisation.
- The L&D function needs to consider how it can effectively and proactively promote the function to the community at large and how staff can be involved in this task.

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- The force needs to develop a more consistent and effective approach to benchmarking L&D performance, both qualitatively and quantitatively, against similar providers.
- While there is an evaluation function within the department, this needs to be better resourced.

**6C Race and Diversity**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Good</b>	<b>Improved</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
0	14	27	2

**Contextual Factors**

Valuing the diversity of the communities it serves and reflecting their differing needs and expectations is vital to WMP. The force is one of three taking part in a national pilot project sponsored by HMIC. This has promoted a cultural change in organisational attitudes and behaviour towards race and diversity through individual ownership of priorities.

**Strengths**

- The DCC is the force diversity champion, while the director of personnel is the COG lead on personnel issues. The DCC chairs the T&C board, with the director of personnel an active member, to deliver the WMP race and diversity strategy. Historically, the T&C board has focused on race issues, but over the last 12 months its scope has broadened to cover the other strands of diversity – disability, gender, age, religion or belief, and sexual orientation. The board is responsible for driving the force strategic diversity action plan, which is an amalgamation of the force responses to Breaking Through, the Gender Agenda, the ACPO race equality action plan, the HR strategy for 2006/07 and the ACPO and Home Office strategies on race equality. The D&CCU is charged with the day-to-day management of the force strategic diversity action plan.
- During the last year the force has identified 34 distinct diversity-related business areas within the organisation, in line with the Morris Inquiry conclusions, and has appointed a diversity champion for each of these business areas. These areas are either in geographical policing areas or in headquarters departments. The champions are members of police staff or officers who identified themselves as able to fulfil the role and enthusiastic about doing so. They provide guidance and points of contact for colleagues and act as critical friends to local senior managers.
- WMP is piloting the Diversity Excellence Model (DEM) to benchmark diversity performance. The diversity champions formed an assessment team and completed the model based on nine EFQM enabler or results areas, using both a qualitative and a quantitative approach. A comprehensive online questionnaire on five of the enabler areas was completed by over 900 members of staff, drawn from across the organisation. The results were plotted in assessment workbooks, allowing key strengths, potential quick wins and longer-term areas for development to be identified. The completed workbooks have been used to develop local OCU diversity action plans, and a similar approach has been taken by the force as a whole. The DEM has helped the force systematically evaluate all areas of business for

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excellence in diversity. It is now working towards excellence, using relevant, effective and well thought-out action plans.

- The force has received awards for diversity excellence from external and independent sources and was the highest placed police force in the national Race for Opportunity assessment process. The force was also awarded a Best Business award for work–life balance initiatives and is currently a finalist in three categories of awards for Action on Disability by the Employers' Coalition.
- The director of personnel publishes a regular staffing dynamics bulletin which covers the diversity aspects of applications, training, promotion, PDRs, grievances, discipline and leavers. Data from the bulletin is monitored by the T&C board and has led to policy changes, for example the postings, promotions and transfers policy has been rewritten to comply with the DDA and the disability equality policy.
- Monitoring of employment data has led to the force employing external consultants to complete a market segmentation exercise for potential BME applicants likely to be successful in the recruitment process.
- A renowned consultant, Dr Felicity Gibling, was commissioned to report on WMP's promotion processes and to generate an action plan that will assist the force in identifying barriers that prevent women progressing within the service.
- The force has supported the personal leadership programme for BME officers and staff, with 25% of those who have attended being promoted or progressing. Positive action initiatives have been undertaken for recruitment to specialist posts in the crime support department. The diversity strategy contains measures to improve under-representation and includes the force response to Breaking Through and the Gender Agenda.
- The force encourages and supports the development of support groups by allowing existing members of staff to undertake the roles of full-time chair of BAPA and the Rainbow Network. A full-time administrative support officer is also provided to assist both organisations, together with suitable office accommodation, furniture and IT equipment. These groups are provided with intranet space to communicate with staff. Time off within duty time and core hours is granted to members of BAPA, the Rainbow Network, the Gay Police Association and the Flexible Working Network to enable them to undertake their representative responsibilities. Additional financial assistance is provided through annual grants to BAPA, the Rainbow Network and the Flexible Working Network.
- The force actively contributes to good practice networks, both internal and external, including Race for Opportunity, Opportunity Now, the Employers' Forum on Disability, the Employers' Network on Disability, Stonewall and Public Sector Compact. The force has initiated the National Diversity Forum, a network for sharing good practice between forces, and a regional disability group, comprising private and public sector employers in the area.
- Force policies outlining fairness at work (eg work–life balance, part-time working and paternity leave) are communicated and accessible to all members of staff through the intranet, published leaflets and posters outlining the aims of the RES, and force newspapers.

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- The force hate crime policy includes clear guidance on recording allegations of internal hate crime and directs the investigating officer to liaise with the professional standards department and secure effective support for victims. Four SIOs, two from the force senior management team, have received discrimination investigation training.
- In partnership with the Shaw Trust and Jobcentre Plus, the force has embarked on an initiative (Work Step) to provide tailored support to help people with disabilities obtain employment. A Shaw Trust manager has been appointed on a seconded basis to work full time to provide support for employees with disabilities.
- The force is making considerable progress in achieving compliance with the DDA. Staff have been issued with language identification cards and an estates strategy has been developed that outlines both immediate and long-term plans to support community needs for access to policing.

#### **Areas for Improvement**

- While the force has made progress in improving representation of female and BME officers at senior levels and in some specialist departments, much work remains to be done. The Chief Constable commissioned consultancy work by Dr Felicity Gibbling last year to identify the barriers that exist for women's progression and an action plan has been developed.
- The force has undertaken a number of initiatives in recent months, including the creation of a positive action team to strive towards the target of 16.11% of police officers, police staff, special constables and PCSOs from BME communities. A continued focus on this issue will be required if this very challenging target is to be achieved.

**6D Managing Financial and Physical Resources**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Excellent</b>	<b>Stable</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
1	11	24	7

**Contextual Factors**

This assessment of domain 6D is based on the force’s self-assessment return and on HMIC’s own findings as well as on a consideration of the police use of resources evaluations (PURE) by the Audit Commission’s appointed auditor for the force. Set out at the end of this report are the appointed auditor’s summarised scores for each theme covered by PURE. Separate, more detailed reports on PURE have also been issued by the appointed auditor for the force.

Sound budgetary and medium-term financial planning processes have identified funding pressures over the next two to three years. The force has managed its resources so that the precept can be supported by general reserves until March 2009. West Midlands Police and Authority were strongly committed to the proposed amalgamation of forces to create a regional strategic force and invested significant time and resources to the project; maintenance of high levels of performance in operational and support services, despite the distraction of restructuring, is testament to the effectiveness of management arrangements. As one of the largest and most complex forces in England & Wales, West Midlands faces particular challenges in maintaining disciplined financial management in a highly devolved environment.

**Strengths**

- Two years ago the Audit Commission review of activity-based costing (ABC) identified that the force was strongly committed to the ABC process and had the most comprehensive and complex model in the police service. The review also pointed up some weaknesses which the force has moved to remedy by, for example, establishing a dedicated ABC resource costing post; employing external consultants to assess and improve the quality of the activity analysis data; making activity monitoring a compulsory element of OCU financial returns; and ensuring ease of access for users to activity analysis and costing data by capturing it in the General Ledger.
- West Midlands has a well rounded and integrated approach to strategic, financial and operational planning, with the Director of Finance playing a core role in the chief officer group. Comprehensive use is made of short, medium and long-term plans to manage capital and revenue expenditure with dedicated plans for HR, estates, IT investment and infrastructure. The Chief Constable chairs the Force Management Conference which has oversight of strategic planning, supported by eight Key Advisory Groups – each chaired by a chief officer – to oversee mission-critical areas of business.

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- All members of HQ staff are professionally qualified and all OCUs have a Business Manager, experienced and qualified personnel manager and a finance officer qualified at least to AAT level. The Director of Finance conducts competency assessments of all Business Managers and maintains a professional oversight of each individual. Resource and budget management are standing items on the agendas of chief officer meetings and OCU/departmental management meetings.
- The force has devolved all significant budget heads to OCUs and departments within a framework of robust monitoring and management. All cost centre budgets have nominated managerial responsibility; budgets are monitored monthly both centrally and locally and variance reports are sent promptly to HQ. An annual review of cost centre outturns covers performance against budget and carry-forward arrangements; budget holders are encouraged to identify efficiency gains and savings to contribute to front-line performance.
- An area of good practice is the commitment to align performance management and accountability for use of resources. The Director of Finance holds compstat-type meetings with OCU commanders and departmental heads to interrogate the use made of financial, physical and human resources to continually improve operational performance.
- The formula-based resource allocation model is kept under constant review to ensure that operational officers are distributed equitably, taking into account changing demographic factors and demand profile. It was updated recently to encompass the influx of PCSOs. Analysis has shown that PCSOs are most effective when deployed to areas of low to medium crime and disorder and the model was adjusted accordingly. A resource allocation model for police staff has been in place since 2002/03.
- The force has the lowest level of management overheads in its MSF and continues to be in the lowest management on-cost quartile in the service. Since 1999 the Authority has set efficiency improvement targets that are above those set nationally and the force continues to exceed each target set. The efficiency ethos is embedded in the force planning process.
- The force has participated in the national financial benchmarking arrangement since its inception; the nature and level of relative costs are reviewed annually.
- A well-established sponsorship policy is in place and income generation processes are under review; the force employs a full-time sponsorship officer, reporting to a Sponsorship Board which is chaired by the Director of Finance.
- The force is well placed to lead in, and benefit from, the shared services agenda in relation to finance and business systems, and now operates the payroll service for Warwickshire Police.
- There have been improvements in risk management processes, managed through the risk management group, which under ongoing review in collaboration with the Police Authority.
- A sound procurement service is delivered, with an annual report submitted to the Police Authority covering procurement savings, collaborative arrangements and corporate contracts. The force is a key player in the regional procurement group, and is the lead



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for 11 forces which comprise the Midlands Region Goods and Services Consortium. The well established and structured approach to procurement includes a monitored contracts plan and monitored annual contract savings; benchmarking; use of questionnaires to evaluate performance; and the production of guides to help managers undertake procurement activity to optimal efficiency and effectiveness. The central unit has 11 full-time staff members and all but one are part or fully professionally qualified.

- There is a sound strategy in relation to transport services, covering the period to end of 2008/09, with an improved approach towards vehicle procurement and replacement. This also includes work on vehicle utilisation to optimise the use of the fleet. A service level agreement between Transport and its internal customers helps to ensure that vehicles and related services meet operational needs. Service and maintenance costs are monitored constantly to minimise down-time and maximise value for money
- There is close monitoring of productivity in the transport workshops, using comparative benchmarks from the private sector, with weekly monitoring against productivity target times.
- The estates strategy creates a sound balance between rationalising existing space usage and maximising community-based space for operational policing. Effective use is made of external consultants but the in-house team ensures that strategy and policy-setting has dynamic input from chief officers, users and the Police Authority. The strategy creates a priority-based approach to addressing poor conditions and an Estates Improvement Plan has been updated to reflect significant project work and periodic review of priorities. The department has participated in the national benchmarking process.

**Areas for Improvement:**

- Consideration is being given to moving line management responsibilities for the vehicle fleet back to the Director of Finance, in line with normal practice. The force needs to develop and improve management information from the TRANMAN system for vehicle fleet management.
- Further work is required to review the initial use of IDRs in one area and to consider the use of civilian drivers for the delivery and collection to vehicle workshops.

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**Audit Commission Police Use of Resources Evaluation**

Force and Authority: West Midlands

<b>Element</b>	<b>Assessment</b>
Financial management	3
Financial standing	3
Internal control	3
Value for money	3

Key to grades

1. Below minimum requirements – inadequate performance
2. Only a minimum requirement – adequate performance
3. Constantly above minimum requirements – performing well
4. Well above minimum requirements – performing strongly

The judgements are made by auditors under the Code of Audit Practice and in accordance with guidance issued by the Audit Commission.

**6E Information Management**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Good</b>	<b>Stable</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
1	9	31	2

**National Position**

The convergence of information and technology streams, and in particular the developing role of the chief information officer, is focusing attention on how forces corporately govern information. The aim in this assessment is to differentiate between forces that are taking an information-based approach to delivery and those that are technology-driven. A raft of emerging standards – notably Management of Police Information (MoPI) – is defining metrics against which performance can be measured, and these will ease the challenge in future assessments. Equally, the need for forces to develop medium-term planning, to consider national strategy in their local planning, and to reflect the requirements of the information technology infrastructure library (ITIL) have all provided some clear measures of success.

It has been a particularly challenging 12 months for forces' information services, as much development work was postponed because of amalgamation proposals. This backlog will need to be addressed in 2006/07, together with work on shared approaches to bridge the level 2 shortfall. The challenge of providing information for the cross-regional information-sharing project (CRISP) and the emerging IMPACT system is considerable. This may require the development of 'confidential' networks and work to meet the requirements of the Unified Police Security Architecture (UPSA) as well as MoPI. These carry as yet unquantified but very considerable costs, as well as resulting in major business change. With constrained budgets and increasing demands, the future poses real challenges as to how forces will manage their information assets.

**Contextual Factors**

WMP has been at the forefront of technological developments that have provided real benefits for staff and the delivery of local neighbourhood policing. Information and communications technology (ICT) services, a central function, provide and maintain all force IT hardware, applications and software, as well as the voicemail/telephones, data and radio infrastructure. Operationally important services are maintained by ICT services on a 24/7 basis.

**Strengths**

- The WMP strategic plan and the Home Office science and technology strategy are the main drivers behind the corporate ICT infrastructure strategy, which incorporates

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both the national requirements for community security policy and ISS4PS (the national standard for information systems).

- Projects and developments to meet national and local strategic business objectives are co-ordinated through the force strategic programme board, chaired by the DCC. Additionally, the force has designated an ACC (CJ/ICT) with lead responsibility for corporate ICT services. The head of ICT services reports directly to this ACC and sits on the force strategic programme board and the force security board. There is an ICT advisory group, chaired by an ACC, which informs the force at strategic level and provides links at all levels across the organisation. This group is responsible for assessing and embracing, within the corporate infrastructure, new technologies and strategic national projects and standards, updates to which are formally ratified by the force strategic programme board. ICT services has management representation on all force advisory groups, to ensure full awareness of the ongoing requirements of each ACPO portfolio area and to provide expert advice as necessary.
- WMP has over 55 corporate applications supporting operational business, the majority based on the ISS4PS-approved Oracle back-end database platform. There has been significant investment in back office facilities, with the implementation of an integrated finance, HR, training and procurement system with full e-business capability, along with a new email and central file storage system. Other examples of integrated operational systems are ICIS (case and custody), duty rostering, HR, overtime, command and control, Airwave, EISEC and call handling.
- The force has implemented information technology infrastructure library (ITIL) procedures. Project leaders and support desk staff have completed the foundation training, with designated personnel completing practitioner courses in SLA creation, problem/incident management and business continuity. WMP is further developing the ITIL principles by implementing the IT service management product set. This contains change management, problem/incident management and configuration management database modules, and these are being used to configure the business processes within ICT services.
- Complementing the operational systems is a data warehouse facility which provides force-wide access and analysis of corporate data, whether for intelligence (FLINTS), performance statistics or general information, and which is accessed by an average of 1,200 concurrent users each day. From this integrated information platform the force will continue to deliver the required data elements, as specified, for the IMPACT nominal index (INI). This data warehouse facility will be further enhanced with the deployment of an advanced search engine capability that will allow all structured and unstructured data held electronically to be searched.
- The force has been providing all the specified data elements for the six systems (custody, crime, child protection, DA, firearms and intelligence) mandated for I-PLX and subsequent INI requirements for over 12 months. It is fully positioned and ready to deliver updated information to the Criminal Records Bureau (CRB) on a daily basis but, unfortunately, the two methods of data transmission currently available to the CRB (CD and e-mail) do not provide a suitable and efficient delivery method for the volume of data generated by a force the size of WMP. The force therefore provides updated monthly data by CD, and is in discussion with the CRB on how to provide daily updates.

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- The server hardware, ETL product and Oracle infrastructure have been installed and loaded. There is a contract in place with IBM for assistance in creating the processes required to map the force source data through the ETL product. Work is currently under way to deliver the six systems required by the IMPACT programme. This will not be 100% compliant with the Cross-Regional Information-Sharing Project (CRISP) schema, but will provide the necessary operational data imperative in the support and delivery of the current INI requirement now accepted by the IMPACT programme board.
- The force has an independent (from ICT services) information security manager based in the professional standards department, demonstrating the force's commitment to compliance with the community security policy and scrutiny of access to systems and infrastructure. External CESG suppliers conduct bi-annual infrastructure penetration and systems software integrity audits.

#### **Areas for Improvement**

- WMP should continue to work with the CRB to implement an industry-standard electronic transmission protocol, which would allow it to comply with the daily update requirements in a more efficient and cost-effective manner.
- The force should strive to improve the management, approval and prioritisation of corporate projects, taking into account the resource implications for maintaining and supporting existing applications and services in conjunction with the delivery of new projects.

**6F National Intelligence Model**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Good</b>	<b>Stable</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
0	19	22	2

**Contextual Factors**

NIM is well embedded within WMP. The recent implementation of the NIM development unit has promoted further compliance with NIM and has developed the force greatly in this area. This new unit acts as a champion for NIM at all levels across the organisation and has provided support and direction to all departments and OCUs.

**Strengths**

- NIM is now well embedded within WMP and has been adopted as the core business model. The ACC (intelligence) is the COG lead. Strategic priorities are set by the COG.
- The creation of the NIM development unit has promoted compliance with the national model and has developed the force significantly in this area. This unit acts as a champion and 'enforcer' for NIM at all levels across the force and the unit's staff have visited all departments and OCUs to provide support, training and direction.
- WMP considers the use of the NIM process as key to securing and improving performance gains through the identification of local needs and priorities within a structured framework. The NIM is also used to drive strategic business planning requirements, for example the identification of force training needs.
- A team of four analysts, led by a detective inspector are responsible for the delivery of strategic and tactical assessments. All 21 OCUs have at least two analysts who play a fundamental role in the preparation and presentation of tactical assessments. Within the force intelligence bureau a dedicated team of analysts serve level 2 tasking, taking account of level 1 activity. WMP has developed a specific career structure for analysts that is intended to aid their retention, progression and skills development.
- All OCUs are National Briefing Model-compliant, and the force is investing in a corporate IT solution for daily briefing and tasking.
- The force covert policing bureau has overhauled the organisation's approach to source management and compliance with the Regulation of Investigatory Powers Act 2000. During the last OSC inspection, WMP was highlighted as a national centre of excellence. Covert human intelligence source recruitment, cultivation and tasking

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are closely linked to the sanctioned intelligence requirements set at levels 1 and 2 and the demands of the TTCGs.

- NIM principles have been fully integrated within neighbourhood policing through the development of neighbourhood tasking meetings, which are linked to police tasking and co-ordination and partnership tasking forums.
- NIM training is now incorporated in a variety of force courses, including those on intelligence operations, covert human intelligence sources, the management of serious crime and covert policing management, and in courses for newly promoted sergeants and inspectors.

#### **Areas for Improvement**

- The force should consider further developing and integrating NIM disciplines in the training provided for PCSOs to ensure that they fully understand how NIM impacts on their role.
- The force needs to continue to develop the use of IT in support of daily management briefings and debriefings, in line with the NIM *Manual of Guidance*, to ensure that intelligence is captured and acted on swiftly.
- Some parts of the force have now established CDRP-level TCGs and the intention is to promote this approach throughout the force. The NIM development unit is working in support of a number of partnership tasking arrangements within the force area to support and promote the use of NIM with partners.

## 7 Leadership and Direction

### 7A Leadership

<b>Grade</b>	<b>Direction of Travel</b>
<b>Excellent</b>	<b>Not Graded</b>

#### National Grade Distribution

Poor	Fair	Good	Excellent
0	4	35	4

#### Contextual Factors

The COG, led by the Chief Constable, is able to demonstrate stability and continuity. The force vision is communicated extremely effectively through a range of means, including annual road shows that reach over 2,500 staff. Staff surveys are regularly used to gauge the morale of the force. The Chief Constable and his team played a significant role in work to develop WMP as a strategic regional force, and at the same time sustained the reduction in total recorded crime. Diversity is managed through a corporate strategic board, with diversity champions ensuring that the policing service is responsive to the diverse needs of staff and communities. The force and PA jointly develop the strategic plan, PIs and targets. A structured range of force conferences and chief officer-chaired meetings engage senior management and staff representatives in policy making and underpin the governance of the force.

#### Strengths

- The Chief Constable has 34 years of policing experience and served as a chief officer – including several years as Chief Constable – in two other forces before taking up post in the West Midlands. The DCC also has experience up to chief superintendent level in two other forces, and between them they provide an almost unparalleled depth and breadth of chief officer knowledge and expertise. The PA allowed the DCC to work with another force’s chief officer team in a strategic adviser role for a three-month period in 2005, to share his skills in serious crime work. This proved of great benefit to the recipient force. The ACCs are a blend of ‘home-grown’ officers and those coming in on promotion, while the directors of HR and resources are acknowledged as national leaders in their fields.
- The DCC has benefited from participation in the prestigious Cabinet Office Top Management programme.
- There is considerable stability and continuity within the COG; eight members of the group have been in post for more than three years. Chief officers have been fully involved in the strategic force restructuring process, in addition to managing core policing and maintaining ‘business as usual’ and, of course, the complex interdependencies of the police reform programme. The fact that the force continued to deliver high quality policing services, and cope with some significant



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major incidents, while chief officers were distracted by the restructuring proposal, is testament to the effectiveness of leadership throughout the organisation.

- A continual assessment of chief officers' skills portfolios is undertaken by the Chief Constable, using the PDR process, to provide the basis for career development opportunities and skills enhancement. The Chief Constable has personal objectives (contained in his PDR) to develop the individual members of his team. One way of doing this is to assign to ACCs a balanced portfolio of functional and territorial responsibilities. Some use of 360-degree appraisal is carried out to support the development and assessment of professional abilities and leadership styles. On a quarterly basis, COG meets away from the force for a day to discuss more strategic and long-term planning issues and the force's vision. When appropriate, a consultant is used to provide an external viewpoint and introduce additional issue-specific skills.
- Although it had a strong case for being a strategic force in its own right, WMP supported the concept of a regional strategic force, and both the Chief Constable and PA chair worked tirelessly to secure support for this option. The Chief Constable took personal risks to promote the regional option and showed real leadership and commitment in trying to deliver optimal solutions for all the communities in the West Midlands region. The DCC played a key role in assuming leadership of the regional project team after the DCC of Warwickshire stood down, and co-ordinated a very successful collaborative effort to construct a feasibility study for an April 2007 start date.
- The Chief Constable in particular, and the force in general, have shown exceptional commitment to the police reform agenda, and the Chief Constable is regularly asked to brief the Home Secretary and Prime Minister on major developments in policing.
- The Chief Constable has forged a good working relationship with the PA chair and chief executive, and all three worked constructively and energetically on the strategic force option. The PA is sharpening its ability to analyse and scrutinise force performance information, and there is now a much greater involvement by the PA in the strategic and financial planning process.
- The force is a leading contributor to some major collaborative initiatives, notably CMPG and the counter-terrorism support unit, which the Chief Constable took the lead in establishing. The COG leads on or contributes to a considerable number of ACPO national groups. The Chief Constable is the ACPO lead on general policing and the Futures business area. The DCC leads on the National acquisitive crime portfolio, the National Forensic Performance Group, ACPO crime prevention initiatives and the National Neighbourhood Policy Forum, while the ACCs contribute to a number of national working groups including the National DNA Database Board, the National Hi-Tech Crime Unit Strategic Stakeholders Group and the IMPACT Strategic User Group.
- The force has a devolved local policing style and OCUs and sectors have significant flexibility, but control strategies ensure corporacy and the application of common minimum standards. A structured performance management regime provides a strong corporate framework with an emphasis on improvement. The NIM strategic assessment is used force-wide to identify and manage business risks. The DCC chairs the risk management meeting which monitors and acts upon threats to the achievement of force objectives.

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- Despite the relative size and complexity of the organisation, internal communication is very good and both formal and informal channels are used effectively. Regular meetings are held by OCU commanders, individually and collectively, with the Chief Constable and DCC. OCU commanders state that they are well sighted on strategic issues. OCU commanders are expected to lead on corporate projects, which helps to keep them 'in the loop'.
- Approximately 2,500 staff attended the chief officer-led road shows that communicated the vision and direction of the force and opened up dialogue on public perception, diversity, the Evolve programme, performance, leadership and teamwork. The road shows also used a question and answer session to discuss how each member of staff could make a personal difference to the delivery of policing. All 21 OCUs were individually visited by the Chief Constable and DCC, with separate sessions for central departmental staff. The Evolve programme has been developed to achieve the required outcomes of the force vision. COG members continually communicate the aim of Evolve and lead specific work streams addressing the nine key themes: policing style, partners, people, Contact Counts, victims and witnesses, investigation, image, key messages and ways in which officers can be ambassadors for WMP.
- The force and PA jointly develop the strategic plan, PIs and targets. A structured range of force conferences and chief officer-chaired meetings engage senior management and staff representatives in policy making and underpin the governance of the force.
- The force intranet hosts the very popular 'Any Questions' page, which allows any member of staff to put a question to COG members, with replies published on the site for all staff to view. COG members regularly open training courses and make awards to staff at formal ceremonies and inductions. Personal interviews are held with retiring officers and their families.
- A media strategy has been developed for key incidents and events, covering objectives to be achieved and methods of engagement. All the chief officers involve the force press office in major incidents and events as soon as matters arise where there may be media interest. For example, the Chief Constable and ACC (crime) made effective use of the media during the evacuation of Broad Street, Birmingham, in July 2005.
- The Chief Constable is determined to influence changes in the organisational culture to ensure that it represents and supports a positive working environment for all staff. He has commissioned a cultural assessment from an expert practitioner in this field and will use her findings to develop a range of initiatives that have already been established.
- The force has one of the highest percentages of female officers in the country, well above the national average, and some 800 female officers are in specialist posts.
- The Chief Constable holds regular meetings with representative groups and staff associations, including BAPA, the Rainbow Network, the Police Federation, the Superintendents' Association, UNISON and the Transport and General Workers Union. Each COG member chairs a key advisory group with portfolio departmental leads and staff and trade union representatives.

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- WMP has liP accreditation, which commends the fact that staff are involved in their personal development and that their achievements are recognised, leading to enhanced motivation and improved morale. As part of chief officers' commitment to the liP standards, a review process has been started well ahead of the reaccreditation date to audit all OCUs and departments and assess their compliance with the liP standard.
- The force has a dedicated leadership unit within the employee development and training department which co-ordinates and develops a range of leadership programmes. The Leadership Exchange is a programme for senior staff to increase their knowledge and understanding of corporate leadership, build stronger partnerships in the business community and share good practice with external business leaders.
- The Leadership Empowerment and Development Programme is aimed at senior management teams and focuses on individual and team development, with the goal of influencing organisational culture and enhancing the service delivered to the community. The force also uses the Centrex Senior Leadership Development Programme, which is a series of modules developed by Centrex to provide leadership and management training, to equip senior police managers with the skills and knowledge needed to deliver high-quality services to the communities they serve.
- The Chartered Management Institute 'Chartered Manager' process is being used to encourage managers to focus on their long-term leadership and change management skills, thereby contributing to the achievement of targets and making a difference to the organisation. The Personal Leadership Programme, developed in partnership with the National Black Police Association, offers development for BME police officers with the aim of increasing personal confidence and encouraging participants to stay in the force and apply for promotion when opportunities arise.
- The Chief Constable presents a range of awards at the force management conference, including the OCU of the month and the annual award for the best performance improvement suggestion. The Chief Constable awarded 44 commendations and 53 awards in 2005, including 33 Good Citizen awards. As part of the force Always There scheme, the Chief Constable personally presents awards to those staff who have achieved ten years without any days lost through sickness.
- A number of forces, have visited West Midlands to learn from the Contact Counts work on the customer experience. The force has also attracted many visits from other forces, the Danish police and from colleagues from the National Health Service in respect of performance management. The force is clearly a beacon of good practice, both nationally and internationally.
- The force suggestion scheme, Launchpad, allows any member of staff to suggest a performance improvement idea and become eligible for an award of up to £5,000, depending on its impact on the force. The scheme has recently been enhanced with the introduction of 'If I were Chief Constable...', a new initiative to encourage staff to think about how they can enhance all areas of the force's business. Awards will be presented for the top idea every quarter and the best overall annual submission.

**Area for Improvement**

- The force could benefit from involving leading PA members in chief officer away days, to forge stronger working relationships.

**7B Performance Management and Continuous Improvement**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Excellent</b>	<b>Improved</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
0	12	26	5

**Contextual Factors**

WMP has adopted a model of performance management that is fully integrated within the NIM business cycle and concentrates not only on performance improvement but on sustaining this over longer periods of time. WMP is a national leader in providing clear, simple and real-time management information to front-line staff. Developments have increased the level of insight and foresight gained from performance management and more closely link performance management with analysis and performance improvement. WMP is an example that others should follow, having established the fundamentals of successful performance management. The current performance regime has attracted both national and international visits.

**Strengths**

- WMP is a national leader in providing, through its intranet, clear, simple and real-time management information to every officer at every location. Continuous improvements have increased the level of analysis and predictive capability gained from performance information, with clearer links being established between performance data, analysis and performance improvement. This has been assisted by the introduction of control charts in performance management arrangements, in order to concentrate on sustaining performance improvements.
- The force has moved from measuring performance solely against targets to continuous improvement, using tools such as control charts and Pareto analysis to identify the areas of greatest leverage. The performance model adopted by the WMP has attracted national and international attention. Having established the fundamentals of successful performance management, the force is now assessing how to keep the regime moving forward, to address the need for continuous performance improvement and organisational learning.
- The DCC chairs a two-monthly central Performance Improvement Conference (PIC). This encourages positive and constructive debate on how to secure continual improvements and raise performance levels. Territorial ACCs chair local cluster performance conferences; the onus at these meetings is on accountability, and they are attended by the three most senior officers.
- A member of the performance review department attends all level 2 tasking meetings to capture the relevant priorities and to share issues identified through performance monitoring, thus integrating performance management with NIM. In

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addition, the performance review department employs two performance analysts who offer support to OCUs when weaknesses are identified, and help in the production of relevant NIM products as part of the consultation service to help local commanders achieve improvements.

- The performance improvement team delivers its objectives by examining strategic force and OCU performance, and summarises this monthly in a PRDi document. This feeds into the PIC and provides senior managers with a clear and straightforward strategic overview of force performance. Training in the interpretation and use of comparative analysis and control charts has been delivered to key staff.
- Performance data produced by the force is broken down to OCU level. The data is compared across OCUs and also with basic command units in the MSF group, and is prioritised by Pareto analysis to indicate which OCUs provide the greatest opportunity for the force to achieve its targets. Periodically, when crime problems are identified, the relevant functional or territorial ACC calls OCU commanders together to address areas of underperformance and to promote strategic improvement.
- The PDR system has been a key driver of individual performance and developments for several years. PDRs are now utilised to focus an individual or team on key issues linked to both the force strategic plan and local or departmental priorities. PDRs are reviewed at set times during the yearly cycle and progress is monitored against outlined objectives, which can be amended as necessary.
- Support departments fall within the portfolio of a member of the COG. Each department has produced a document that clearly defines its role and contribution to the force strategic plan. For each of these plans, aims and measures are developed in conjunction with the headquarters performance review department. The documents define high-level aims and objectives and measurable success criteria, which are monitored by both the relevant COG member and the key advisory group. A PI consultation group meeting takes place, including representatives from OCUs and headquarters departments, to consider how to hold headquarters departments to account in delivering targets from the local policing plan.
- Feeling the Difference is an ambitious and pioneering project to assess public perceptions; the sixth wave of research has led to PIs being linked directly to questions in the survey. PIs were developed for 2005/06 that focused activity on areas that contribute to quality of life issues. The majority of PIs are now qualitative rather than quantitative, and all are aimed at delivering the Chief Constable's vision to 'Reduce crime and disorder and make our communities feel safer'.
- The force best value process is directed towards front-line policing activities, and WMP has an effective best value review team, structure and process.

### **Work in progress**

- Continual improvement techniques have been implemented at force level within both departments and OCUs. It is recognised that this culture has been embedded on a number of OCUs and, during the coming year, the force intends to embed this philosophy thoroughly across the whole organisation.

## Appendix 1: Glossary of Terms and Abbreviations

### A

ACC	assistant chief constable
ANPR	automatic number plate recognition
ASB	anti-social behaviour
ASBO	Anti-Social Behaviour Order

### B

BAPA	Black and Asian Police Association
BASBU	Birmingham Anti-Social Behaviour Unit
BAWP	British Association for Women in Policing
BME	black and minority ethnic

### C

CAB	child abuse database
CDRP	crime and disorder reduction partnership
CIAU	child abuse investigation unit
CJ	criminal justice
CJU	criminal justice unit
CMPG	Central Motorway Police Group
COG	chief officer group
CPS	Crown Prosecution Service
CRASBO	Crime-Related Anti-Social Behaviour Order
CRB	Criminal Records Bureau
CSB	community safety bureau

### D

D&CCU	diversity and community cohesion unit
DA	domestic abuse

DCC	deputy chief constable
DDA	Disability Discrimination Act
DEM	Diversity Excellence Model
<b>E</b>	
ECU	economic crime unit
EFQM	European Foundation for Quality Management
<b>F</b>	
FLO	family liaison officer
<b>H</b>	
HGV	heavy goods vehicle
HMIC	Her Majesty's Inspectorate of Constabulary
HOCR	Home Office Counting Rules
HR	human resources
<b>I</b>	
IAG	independent advisory group
IAGREP	Independent Advisory Group for Race Equality in Policing
ICT	information and communications technology
IiP	Investors in People
INI	IMPACT nominal index
IT	information technology
ITIL	information technology infrastructure library
<b>J</b>	
JPPU	joint public protection unit



**K**

KIN key individual network

**L**

L&D learning and development

LCJB local criminal justice board

LRF local resilience forum

**M**

MAPPA multi-agency public protection arrangements

MARAC multi-agency risk assessment conference

MIU major investigation unit

MSF most similar force(s)

**N**

NCPE National Centre for Policing Excellence

NCRS National Crime Recording Standard

NIM National Intelligence Model

NMPHL National Missing Persons' Helpline

**O**

OCD operational communications department

OCG organised crime group

OCU operational command unit

**P**

PCSO police community support officer

PDR performance development review

PI performance indicator

PIC performance improvement conference

POCA	Proceeds of Crime Act
PPAF	policing performance assessment framework
PSA	public service agreement
PSU	police support unit

**Q**

QoSC	quality of service commitment
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**R**

RES	race equality scheme
RPU	roads policing unit
RTC	road traffic collision

**S**

SIO	senior investigating officer
SLA	service level agreement
SOCA	Serious Organised Crime Agency
SSU	scientific support unit

**T**

T&C	trust and confidence
TCG	tasking and co-ordinating group
TTCG	tactical tasking and co-ordinating group

**V**

ViSOR	Violent and Sex Offenders' Register
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**W**

WMP	West Midlands Police
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**Y**

YOT          youth offending team