



Warwickshire Police Authority

Warwickshire Police

Policing Plan 2010-13



Protecting our communities together



Availability of this Plan

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Foreword

Warwickshire Police Authority and Warwickshire Police will continue to deliver the best possible protection to people who live, work or travel in the county by further reducing crime and increasing public confidence in the next twelve months.

More people were protected from serious harm last year, both on our roads and as a result of crime, and levels of public trust and confidence in the service increased.

Our focus on addressing those harms that are most serious and most likely to occur led to a reduction in road deaths and serious injuries and a reduction in victims of serious violence.

In addition to delivering all local policing activities that we agreed with local communities, we also tackled the hidden harm caused by organised crime groups, arresting 45 key individuals and disrupting criminal networks impacting on the county.

The Authority and force recognise that delivering increased levels of protection and confidence in 2010-11 will be challenging, but our vision, commitment and priorities remain unchanged.

We will build on the excellent work achieved last year to further reduce the number of people killed or seriously injured in Warwickshire; we will reduce the number of homes burgled and vehicle crimes committed and we will increase levels of trust and confidence.

In delivering these services, the Authority and force will work closely together to ensure that, financially and operationally, we maximise all of our resources and ensure that we are affordable, acceptable and sustainable in years to come.

In real terms, the force will have less money to police the county of Warwickshire in the next three years than at present but, by reviewing our services and further refining the way we operate, we are confident that the very best levels of protection will be delivered within the resources available to us.

In real terms, we have set stretching targets to achieve more with less resources and we will work even more closely with partners and local communities to ensure we deliver the protect our communities require.

It is through delivering protection and tackling those harms that are most important that we intend to increase public trust and confidence in us.

Ian Francis,
Chair, Warwickshire Police Authority

Keith Bristow QPM,
Chief Constable, Warwickshire Police

Policing in Warwickshire

Introduction

The aim of this Policing Plan is to inform our communities as to how we tackle crime and disorder, protect from harm and increase public confidence whilst also ensuring that we deliver acceptable, affordable and ultimately sustainable policing services. The development of this Plan has been influenced by various factors, of which the constraints identified by our financial planning processes have been paramount. Outlined below are the principles, which underpin the delivery of policing in Warwickshire.

Home Secretary's Policing Priorities

In publishing the below priorities for the police service, the Home Secretary has taken into account the recently published Policing White Paper, the current set of Public Service Agreements (PSA's) and the latest Crime Strategy. The Government also outlined its commitment for the service to tackle the harms caused by anti-social behaviour and to ensure that the concerns of victims of crime are taken seriously. We welcome this clarity of purpose. We also welcome the continuing flexibility to tackle the issues that matter most to our communities. We are confident that by delivering the objectives contained in this Plan we will effectively contribute to the delivery of the Government's policing and community safety-related agenda.

1. Continue to increase public confidence so that by March 2012 60% of the public agree that the police and local council are dealing with the anti-social behaviour and crime issues that matter in their local communities
2. Work jointly through partners and local communities to reduce and prevent crime and anti-social behaviour and the problems caused by drug and alcohol misuse and youth offending, in line with PSA's 14, 23 and 25, and in a coordinated approach with other CJS (Criminal Justice Sector) partners deliver an effective criminal justice response in line with PSA 24, putting the needs of victims, including young victims, at its heart
3. Work jointly with police forces and other agencies, such as SOCA (Serious and Organised Crime Agency) and UKBA (United Kingdom Border Agency), to ensure that the capability and capacity exists across England and Wales to deliver effective protective services, including tackling serious and organised crime
4. Work jointly with and through partners and local communities to tackle terrorism and violent extremism in line with the counter terrorism strategy (CONTEST) and PSA 26
5. In all of the above, ensure that value for money is central to the strategic vision for improving policing; that best use is made of resources in line with the policing White Paper and the Efficiency and Productivity Strategy for the Police Service, both within forces and through collaboration between forces and with the wider public sector; and that chief officers and senior leaders are visibly associated with this organisational priority

A Framework to Protect: Our Vision, Mission and Values

Our Vision

Our vision remains: Protecting our communities together.

We continue to realise this vision by managing the risk of harm, focusing on those harms that are most serious and most likely to occur. In delivering our vision we are committed to:

- Reducing the number of people killed on our roads or by crime
- Reducing crimes of violence and road injuries
- Protecting people from loss, such as having their possessions stolen
- Protecting against distress: giving people confidence to go about their lives without fear

Our Mission

Our mission remains: Warwickshire Police exists to protect communities, prevent and reduce crime and antisocial behaviour and provide public reassurance.

- We take pride in serving our communities and delivering local policing in order to earn the trust and confidence of the public
- We will recognise what we are good at and work to strengthen where we are not
- We will ensure that our people are well trained, highly motivated and empowered to provide excellent service delivery
- We will strive to provide a consistent and focused approach to listening and responding to our communities concerns and protect them from harm, loss or distress
- We aim to achieve this by providing strong leadership and working together to find solutions to local needs

Our Values

Our values remain: We all work for the communities of Warwickshire. Together we will live our vision and values. We will:

- Be accessible to the public, increase our visibility and contact with communities
- Respond to requests for assistance by providing the right service, promptly, effectively, at the first time of asking and honouring our commitments and promises
- Expect high standards of appearance and behaviour
- Treat everyone fairly with respect and dignity, maximising and promoting diversity
- Constantly seek opportunities to be more effective and efficient through partnership, collaboration and new ways of working
- Ensure that we are professional, responsive and caring, acting with integrity, being straightforward, open and honest
- Develop, support and empower our people to make courageous decisions and learn from experience
- Set clear objectives and explicit standards for our staff, underpinned by our Performance and Development Review system, recognising and rewarding good performance
- Put communities first by listening, understanding and responding to their needs
- Expect people to take personal ownership and responsibility for solving problems and delivering a quality service
- Lead with confidence; consistently challenge unacceptable performance, behaviour and standards within a supportive environment
- Proactively solve problems, plan for the future and focus activities on successful outcomes

Equality, Diversity and Human Rights

It is essential that as a service provider and employer we exercise equality, embrace diversity and uphold human rights. Our Equality, Diversity and Human Rights strategy sets out how: we will ensure all our communities have trust in us and can access our services and; we are an inclusive organisation that reflects the communities we work for and serve. During 2010/11 we will:

- Implement the Equality Standard for the Police Service, a national benchmark of good practice
- Undertake a Human Rights audit to check we are fully compliant with legislation and working to the highest standards
- Introduce employment targets for under-represented groups

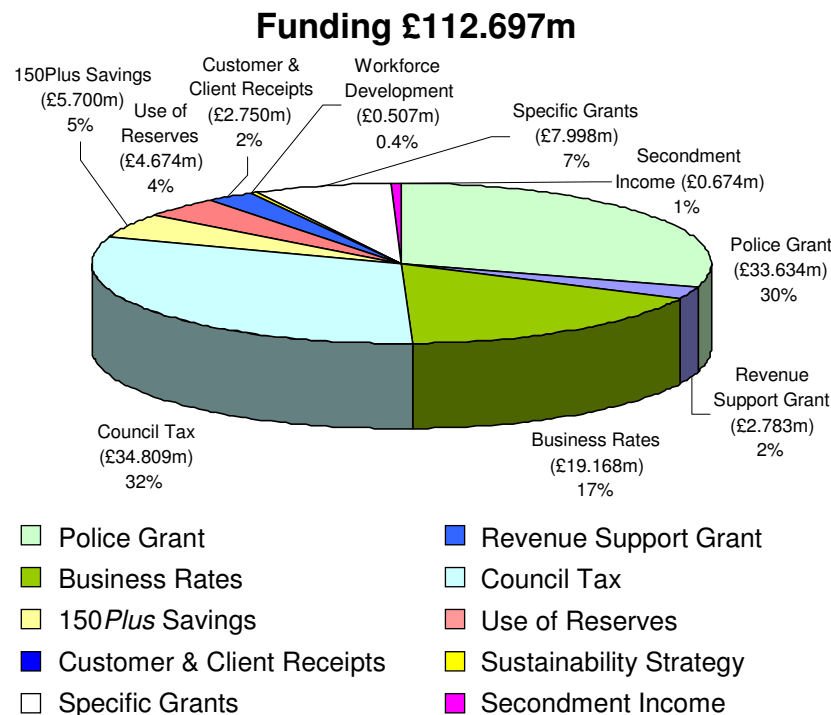
Our current Combined Equality Scheme sets out how we are fulfilling our key statutory duties and includes the positive steps we are taking to promote excellent standards of equality and diversity in service provision and employment practices, in relation to ethnicity, age, sexual orientation, religion and belief and gender identity.

The Resources to Protect: Financial Summary

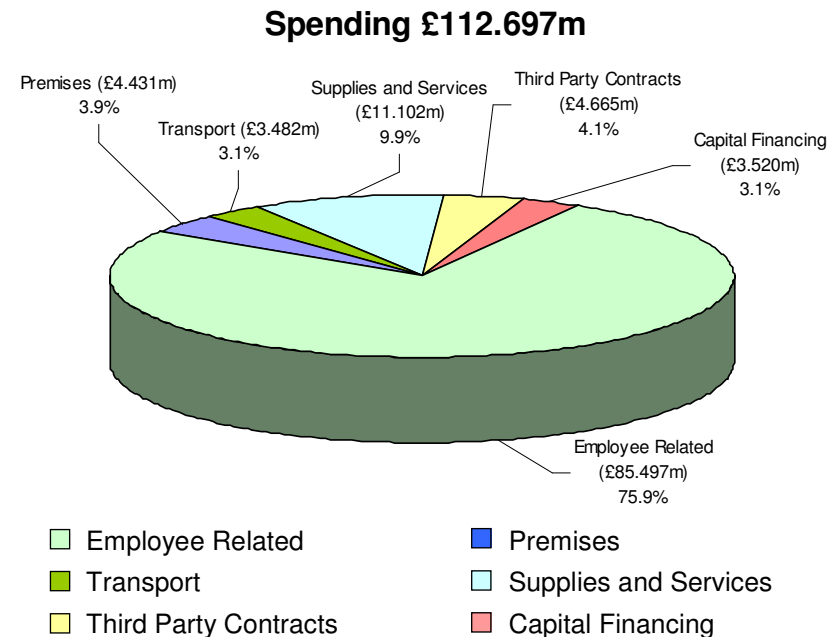
Introduction

This Plan sets out how we will: address locally identified concerns; and protect local people from the harm caused by serious and organised criminality. We are committed to maximising the levels of protection delivered within the confines of the identified budget. As a result of our financial planning processes we are aware that we face considerable financial pressures over the lifetime of this Plan. These pressures include the Government's decision to limit the Authority's budget setting capabilities and the likelihood of lower than anticipated increases in central and local funding. Despite these constraints we remain committed to setting a good and balanced budget, capable of delivering affordable, acceptable and sustainable policing services. We have summarised below our revenue budget outlining the amount we receive and our resultant spending plans.

Where our income comes from



How we plan to spend it



Policing Priorities 2010/11

Introduction

At the heart of this Plan are three themes which underpin our ability to realise our vision - Protecting our communities together. These themes are delivering protection, inspiring confidence and maximising value. We have aligned our priorities and supporting measures with these themes. By involving Authority Members and senior Police Managers in the development of this framework we are confident that our priorities and supporting measures reflect the issues that matter most to people locally and address the threats identified by our intelligence gathering and analytical processes. During 2010/11 it is our intention to maximise the protection delivered within the resources available. The suite of measures published below defines the scale of the challenge that we have set ourselves.

Delivering Protection

To reduce the number of people killed or seriously injured

- Reduce the number of people killed or seriously injured through road traffic collisions compared with last year by 2.5%
To be achieved by working in partnership to educate drivers, re-engineer roads and enforce the law, specifically targeting those drivers who pose the greatest risk to other road users and Warwickshire's residents.
- Reduce the number of people killed or seriously injured as a result of violence compared with last year
To be achieved by managing those people who cause violence and implementing strategies to minimise the threat they pose.
- Detect 45% of crimes where someone is killed or seriously injured
To be achieved by swiftly responding and efficiently managing investigations ensuring every evidential avenue is explored and any opportunities to tackle those people responsible for committing violent crime are maximised.
- Increase the number of serious sexual offences we detect compared with last year or a baseline of 2008/09 whichever is greater
To be achieved by continually improving the end-to-end investigation of serious sexual assaults and by working closely with specialist Crown Prosecution lawyers and rape support services.
- Reduce the number of victims of robbery compared with last year
To be achieved by building increasingly effective intelligence pictures around offenders, locations, premises and timescales. These 'Harm Causers' will be allocated to specific officers who will account for their activities.
- Reduce the threat of organised crime groups on the communities of Warwickshire by 15%
To be achieved by pro-actively targeting organised crime groups and networks impacting upon Warwickshire. We will utilise all available policing techniques and work collaboratively with our partner agencies, both on a regional and national level, to achieve our objectives.

To reduce the number of homes burgled and vehicle crimes committed

- Reduce the number of homes burgled compared with last year
To be achieved by robustly managing and targeting 'High Harm Causers', 'Prolific and Priority Offenders' and emerging harm causers/young offenders and working with our partners to further reduce opportunities for offending.
- Reduce vehicle crime compared with last year
To be achieved by robustly managing and targeting 'High Harm Causers', 'Prolific and Priority Offenders' and emerging harm causers/young offenders and working with our partners to further reduce opportunities for offending.

Inspiring Confidence

To improve trust and confidence

- Local Safer Neighbourhood teams will deliver 100% of agreed policing activity that a) protects from harm, b) tackles anti-social behaviour, c) builds confidence and support community priorities
To be achieved by our Safer Neighbourhood sergeants agreeing what the local team will do to support the agreed priorities and reporting progress back to the local Community Forum.
- Increase the number of victims of serious sexual offences who report crimes to us compared with last year
To be achieved by the improvements our sexual offences team continue to make to the investigative process and the way we work with our partners, resulting in victims feeling more confident to report such crimes to the police or other support agencies.
- Ensure at least 85% of victims are satisfied with the overall experience they receive
To be achieved by implementing our Safer Neighbourhood Team community engagement strategy, delivering the service standards contained within the Policing Pledge and building upon our Right Service, First Time approach to seek opportunities to continue to improve the way we police locally.
- Ensure 53.3% of people agree that 'the police and council are dealing with the anti-social behaviour and crime issues that matter in this area' based on December 2010 British Crime Survey results
To be achieved by our Safer Neighbourhood teams improving the way they engage with the communities they police, better understanding local issues and concerns and improving the way we work with our partners to address them.

Maximising Value

To maintain an efficient and effective police force that is affordable acceptable and sustainable

- Over the duration of this Plan to save £12m, of which £5.7 million (full year effect) to be saved during 2010/11
To be achieved by reviewing our services and redesigning the way we deliver affordable, acceptable and sustainable policing.

The key issues influencing our policing priorities

In developing our 2010/11 policing priorities we have focussed on:

- Our vision - protecting our communities together and our continuing commitment to protect people from the risk of harm
- Our 2010/11 Control Strategy, which identifies the primary operational/policing threats that we face in policing our county
- The Home Secretary's Policing Priorities, specifically focussing on inspiring confidence and delivering value for money
- Our Medium Term Financial Planning Strategy, which identifies the need to reduce expenditure by around 10% if we are to be able to develop a good and balanced budget, that underpins affordable, acceptable and sustainable policing services
- The priorities agreed by our multi-agency Community Forums. This provides the focus locally to address those issues and concerns, which adversely impact upon the quality of life being experienced locally

We have also taken account of the following principles:

- Focus on preventing harm, however where this is not possible we will take positive action to minimise its impact. By harm we mean death, injury, loss and fear/distress
- Continue to focus effort on reducing the disproportionate harms that occur in our three priority policing areas
- Deliver more protection (against our policing priority measures) during 2010/11 than we did during 2009/10
- Focus our resources on dealing with those people who cause the most harm, rather than on crime-specific detection rates

Delivering our priorities

Having developed and agreed our policing priorities it is imperative that we effectively monitor our progress. This includes:

- Publishing daily county, district/borough and safer neighbourhood team priority crime related information on our Intranet
- Producing a weekly exception report highlighting priority areas for Chief Officers and Members
- Producing a monthly highlight report identifying those performance issues that need to be brought to Members attention
- Providing performance summaries to our Force Executive Board, Force Management Group and Police Authority meetings
- Holding 1/4ly district/borough and protective services performance reviews where progress in achieving our priorities is assessed
- Monitoring our corporate performance framework demonstrating the contribution each function makes to realising our vision
- Creating, agreeing and delivering objectives as part of our appraisal process that identifies the contributions of individuals
- Producing, monitoring and reviewing a series of Implementation Plans underpinning the delivery of our Control Strategy

Information about crime in your area can be accessed via our crime mapping system at <http://warwickshire.crimemapper.co.uk>

Delivering Protection

Introduction

This theme is integral to the way we police our county. All our people come to work to protect our communities from harm and will, wherever possible, prevent its occurrence. However where, for whatever reason, this is not possible we will take positive action so to minimise its impact. Adopting a risk-assessed approach, we continue to challenge the way we work and look to innovate new and/or better ways of preventing harm. The ways in which we deliver protection are influenced by our Control Strategy, which identifies the primary threats facing our county over the lifecycle of this Plan. Outlined below are the initiatives that we believe are fundamental to our ability to realise our published priorities and deliver more protection to the people who live in, work in and travel through our county.

Priority Policing Areas

We introduced Priority Policing Areas last year as a way of focussing our resources in three key geographical locations (covering parts of Leamington, Nuneaton and Rugby), which suffer disproportionate levels of harm, thereby enabling us to reduce the levels of recorded criminality in comparison to low crime areas. We recognise that if we are to deliver the protection these communities deserve this will require us to adopt a long-term commitment to work in and with these communities to develop, introduce and establish the range of sustainable solutions needed.

Encouragingly, twelve months on from their introduction we have not only seen the gap between those area's which suffer a disproportionate level of harm made smaller, in relation to certain crime types, but also for all crime recorded in the Leamington and Nuneaton priority areas. Despite these early successes we remain committed to driving this initiative forward by adopting an 'holistic' approach to reducing crime and disorder and improve the quality of life experienced by not only tackling reported crime but also the factors that drive it including the abuse of drugs and alcohol, local drug dealing and the availability of stolen goods.

Offender Management

We recognise that a relatively small number of people are responsible for the majority of harm occurring in our communities, whether this be due to the seriousness of their criminality, the regularity with which they offend or the impact of their criminal and/or anti-social behaviour. In response to this challenge we have developed a risk-based approach to proactively target these 'Harm Causers'. By using the full range of policing tactics that are available to us we plan to disrupt and prevent their criminal and anti-social activities. A fundamental part of this approach will continue to be to identify opportunities where we can remove 'Harm Causers' from our communities by securing convictions for all/any offence that the evidence available will support.

Family Centred Intervention

In Warwickshire (as elsewhere in the country) a comparatively small number of families are responsible for a disproportionate amount of the workload of many different Agencies. These families experience multiple problems and need significant amounts of support, sometimes for a long period of time. Although schools, housing services, children's services, health services, the police and others concerned with the criminal justice system may all have regular contact with the same family, this does not mean that all of the family's needs are being identified, met or coordinated effectively.

'Family Centred Intervention' represents a new way of working with harm causing and resource-demanding families. We hope it will challenge and change their behaviour and attitude towards crime and anti-social behaviour whilst providing the support they require to raise aspirations and improve the quality of life.

It is anticipated that this initiative will enable us and our partners to accurately assess, using a harms risk matrix, the level of harms they cause, their required needs, and the level of support necessary to ensure cohesive and confident communities. The type and range of support provided to a family will be based upon their outcome against the harms risk matrix. Interventions will be tailored to suit the identified needs of the family and can range from a response from an appropriate single agency through to specialist support in the form of a Family Intervention Project (FIP); whereby a key skilled worker co-ordinates a multi-agency intervention by working intensively with all members of the family.

This approach provides a unique opportunity for Agencies to work together, pool resources and effort to address the most complex and challenging needs faced by these individuals, families, and communities.

Violent Extremism - The Way Forward

Prevent is a key strand of the Government's counter-terrorism strategy, known as Contest. Its primary objective is to stop people becoming terrorists or supporting violent extremism. Consisting of five key strands this strategy aims to:

- Challenge the violent extremist ideology and support mainstream voices
- Disrupt those who promote violent extremism and support institutions where they are active
- Support individuals who are being targeted and recruited to the cause of violent extremism
- Increase the resilience of communities to violent extremism
- Address the grievances that violent extremists are exploiting

Local delivery is key. Preventing violent extremism begins in our communities. We all have a responsibility to identify and protect vulnerable people and to limit the opportunities these extremists have to express their views. We can only achieve this by improving the way we engage with our communities and by encouraging them to provide us with community-related intelligence. We have recognised that this represents an area in which we need to focus our efforts. We are therefore providing our Safer Neighbourhood teams with Intelligence and Community Engagement training. This will enable them to identify existing gaps in our approach to community engagement and to develop appropriate solutions to address them.

Road Policing

During 2009 27 people were killed and 282 people seriously injured on Warwickshire's roads, which is a reduction of 16 fatalities and a reduction of 23 people seriously injured when compared with the previous year. Despite the significant progress we have made our Control Strategy continues to identify this as an issue requiring further attention. Our vision commits us to protect our communities from the risk of being killed or seriously injured on our roads and working with our partners we want to make further improvements on recent reductions. However, we also seek the public's support for our approach to roads policing. Our challenge is to: reduce the number of casualties; deny criminals the use of our roads and; improve public confidence.

Working as part of Warwickshire Road Safety Partnership we will continue to reduce road-related casualties by: enforcing the law; educating drivers and; re-engineering roads. Our approach to enforcement is based on four factors, which acknowledge the greater risk posed by drivers who: drive at excessive speed; fail to wear a seat belt; drive under the influence of drink or drugs or; are distracted, primarily through using a mobile phone when driving. We will also target those road users who through the way they drive present a greater risk of harm to others. We will focus our attention on intervening where people show a flagrant and intentional disregard for the law by using their vehicles in a criminal and/or anti-social way.

Whilst people are generally supportive of the positive action we take against anyone who drives whilst under the influence of drink or drugs or use a mobile phone whilst driving they expect us to be more flexible when dealing with speed-related issues. Excessive speed remains a major factor in road accidents, however by assessing the impact of a person's driving and the risks posed to others we will balance the need to adopt a firm approach with the discretionary use of our powers. We will implement a range of initiatives that challenge, educate and change inappropriate driver behaviour.

We recognise that the way we police our roads is a crucial factor in people's confidence about policing locally. We are committed to ensuring that our approach to roads policing positively impacts on the relationships between Warwickshire Police and the communities we serve, whilst making the roads of Warwickshire safer to travel.

Serious and Organised Crime

In response to a HMIC recommendation in 2007 we established a Serious and Organised Crime team, which is responsible for disrupting and dismantling Organised Crime Groups causing harm in our county. This team:

- Proactively target crime groups operating regionally, nationally and internationally
- Provide specialist advice to covert policing operations
- Work with other agencies including Serious and Organised Crime Agency (SOCA), Her Majesty's Revenue and Customs (HMRC), United Kingdom Border Agency (UKBA), Department of Business Innovation and Skills and other police forces
- Providing a reactive capability in support of major/serious criminal investigations

We are currently working with our West Midlands regional policing colleagues SOCA, HMRC and UKBA to develop collaborative ways of investigating serious organised crime occurring within the West Midlands region and involving two or more participating organisations. When these criteria have been satisfied, resources are allocated from the most appropriate organisations. Known as Operation Viper this pilot has already delivered significant benefits, for example in response to a target to arrest and charge fifteen of the highest harm causers from organised crime groups we significantly exceeded it arresting and charging over 40 people. In response to the progress we have made in this area our focus is now to reduce the overall identified threat posed by Organised Crime Groups operating in our county by 15%.

Inspiring Confidence

Introduction

Whilst our vision focuses on delivering greater protection to our communities by reducing crime, it is equally important that we inspire their trust and confidence in our ability to address the crime and anti-social behaviour issues which adversely impact upon their quality of life. It is also important that having gained their trust and confidence, that those people who are required to use our services are satisfied with the way they were delivered. Over the lifecycle of this Plan we are looking to achieve our nationally set confidence target of at least 58% and during the current year for at least 85% of service users to be satisfied with the 'whole policing experience'. In driving up performance in this area we are focusing our efforts on five particular strands of activity, which are:

- Community volume crime. We are now deploying PCSO's to visit all Warwickshire victims of garage/shed burglaries, criminal damage and vehicle crime and their neighbours to provide crime prevention advice, engage with local people about their issues and concerns and improve visibility
- Performance. We have implemented a district/borough and force confidence performance framework, which provides a wealth of information including the national British Crime Survey (BCS) and local BCS confidence measures, user satisfaction, Right Service First Time data and the PLACE survey. We are currently in the process of setting targets, which will be performance managed through our monthly tasking meetings
- Marketing and communication. We will continue to run targeted marketing campaigns at both force and district/borough level, aimed at raising public confidence. We are also considering how we can make best use of digital technology to better engage with people
- Community engagement. We will improve the way we engage with our communities so that we better understand their issues and concerns and working with our partners tailor our responses accordingly
- Anti-social behaviour. We are focusing on the way that we, in conjunction with our partners, respond to anti-social behaviour. Work on developing our response to this issue continues

Policing Pledge

The Policing Pledge sets out what people can expect from their local police force and our partners when it comes to crime and anti-social behaviour. We are committed to delivering these national standards.

During 2009 our commitment to the Pledge was scrutinised by the HMIC, which awarded us a 'Fair' rating. Whilst this grade does recognise the progress we have made it also demonstrates that we can improve further and we remain committed to further developing our responsiveness in this area. Two such examples include the continued development of our Consultation and Community Engagement Strategy and work to deliver an Integrated Service Plan.

Our Integrated Service Delivery Plan evolved from a review of our network of front offices in police stations, which identified that we needed to review our approach to contact management. This Plan is looking to ensure that we can continually respond to changes in the way people want to access our services and that we are capable of providing the right services in the right way and at the right time.

We continually seek feedback as to how we can further improve the quality and range of policing services that we deliver. This can be provided in person to any officer at one of our stations or electronically to the relevant Safer Neighbourhood team via the Warwickshire Police website.

Right Service First Time

Introduced last year Right Service, First Time (RSFT) ensures that we deliver appropriate and proportionate responses to policing needs. Our approach to dealing with 999, urgent and priority calls remains unchanged, however, requests that do not require immediate attention continue to be managed through a process of surgery appointments with a police officer or operational police staff at a police station or other suitably agreed location. We remain committed to fulfilling these appointments, depending upon the availability of the caller, by at least the next working day. Where this is not possible we will always make contact and rearrange.

We have recently completed a post implementation review of this approach to ensure that it is working as we originally intended and that our original recommendations have been successfully implemented and that the anticipated benefits are being realised. Of the initial sixteen recommendations, the majority have been delivered in full or significant progress has been made.

Overall RSFT has been a resounding success. We now offer a much-improved service, through our police station surgeries and appointment cars, to the people who report incidents not requiring the immediate deployment of a police resource.

There is still work to be done, and as we move forward we will be addressing how to make the best use of any capacity that is released as a result of this approach to service delivery.

Consultation and Community Engagement Strategy

As a public service provider it is imperative that we consult and engage with our communities. This strategy seeks to provide a framework against which local people can shape the delivery of policing in their community. However, effective engagement is about more than just listening, it requires us to keep people informed and provide relevant and timely feedback on the progress being made to address local issues and concerns. We believe that effective community engagement is about:

- Identifying our communities - whether these are geographical or based on special interests, for example: beliefs, skills, relationships, or shared experiences
- Working to find ways of creating a dialogue with communities and listening to their views
- Finding ways of incorporating local views into policing activity, empowering local people to become involved and influence the development of long-term sustainable solutions
- Providing feedback to people around the actions taken as a result of listening to and acting on their views and stated priorities

We have established a set of minimum standards, which we aim to continually develop as we demonstrate our willingness to provide policing services that deal with those issues that matter most to the communities we serve.

Delivery of this strategy will be underpinned by the following four principles:

- Access - to policing or community safety services through a named contact point
- Influence - over community safety priorities in their neighbourhood
- Interventions - joint action with communities and partners to solve problems
- Answers - sustainable long term solutions to problems along with feedback on progress and results

In delivering this strategy we will look to engage with local people through a variety of approaches, however, our primary mechanism for engaging with our communities will continue to be the multi-agency Community Forums. Held regularly in each of our Safer Neighbourhood areas these meetings provide local people and their representatives with the opportunity to express their views and concerns and to influence locally agreed priorities.

PCSO Deployment Strategy

As part of our Consultation and Community Engagement Strategy we aim to ensure that our Police Community Support Officers (PCSO's) sit at the heart of neighbourhood policing. Our PCSO's now visit the victims and neighbours of vehicle crime, shed/garage burglary, and criminal damage to provide crime prevention advice and engage with local people to identify and understand their issues and concerns. These information packs also contain a copy of our Policing Pledge leaflet so that victims of crime are aware of the standards they can expect from us.

To support our PCSO's identify and understand local issues and concerns we have developed 'survey pads' which provide local people with the opportunity to identify the community safety issues that matter most in their local community and whether they want these 'priorities' to be fed back to their local Community Forum. A tear off slip at the bottom of the pad confirms the name of the PCSO they have spoken to and whether they have requested feedback, whilst the reverse provides details about the Safer Neighbourhood Teams website. We hope that this approach will demonstrate our commitment to work with local people to develop sustainable long-term solutions that address the issues that matter most locally.

In an effort to ensure our communities realise our commitment to providing a proportionate and appropriate response to incidents of crime and anti-social behaviour we have produced 'we called to see you' notepads. When conducting follow up visits or attending an agreed appointment with reporting residents and surrounding neighbours we will post a 'we called to see you' sheet, which provides the contact details of their Safer Neighbourhood Team and directions to the Safer Neighbourhood website, through the door when we are unable to make contact.

Anti-social Behaviour

Central to the Home Secretary's current priorities is a renewed focus on tackling the harms caused by anti-social behaviour. We recognise that this can adversely impact upon the quality of life experienced locally, a fact illustrated by recent reports in the media. We remain committed to dealing with the issues that really matter to our communities and will again promise to deliver 100% of the policing activity agreed by our Community Forums that protect people from harm.

Tackling anti-social behaviour is also an issue, which requires and benefits from strong partnership working. Such partnership working is contributing to a significant reduction in the harm being caused locally. Based around early intervention and prevention we are issuing warning and advisory letters for low-level anti social behaviour through to seeking criminal anti-social behaviour orders (CRASBO) for high harm causers.

In addition to the above commitment we have also reviewed the way we deal with incidents of anti-social behaviour. In line with our vision it is imperative that we effectively identify, as early as possible, the threats faced so that these risks can be managed in a proportionate and co-ordinated way. We have recognised the need to effectively deal with these incidents so that repeat incidents, which will inform our decision-making and resource allocation processes can be easily identified.

Using the available technology we can now dynamically analyse our call data to identify the number and type of calls we have received from a given number and where pre-determined parameters have been exceeded immediately notify the control room operator. Once triggered, the latest incident is automatically brought to the attention of our Briefing Officers and the appropriate District/Borough is informed. Recorded within the appropriate District/Borough's daily briefing summary, the incident is reviewed, taking into account the previously recorded incidents and a proportionate and effective response delivered. Where it is appropriate to do so these incidents could be recorded on the force's daily briefing summary and be the subject of a force-wide review.

We believe this facility represents a very real improvement in our ability to easily identify, review and deal with repeat incidents of anti-social behaviour and is further evidence of our commitment to address the quality of life issues that impact on our communities.

Our approach to dealing with anti-social behaviour has also been the subject of a recent HMIC inspection. We are currently awaiting the outcome of this inspection and whilst we are confident that it will be positive, we will reflect upon its findings and look as to how we might address any areas for improvement identified.

Maximising Value

Introduction

Our third theme looks to address the real challenge of maximising value. As indicated earlier in this Plan our Medium Term Financial Planning Strategy has identified the scale of the financial pressures we face over the next three years, which require us to realign the cost of policing in Warwickshire by £12m. Despite these pressures we will set a good and balanced budget, and maximise the protection delivered within the resources available.

We have a track record of developing innovative approaches to policing, most recently through our *150forward* programme, which was tasked with developing a 'new' police service for Warwickshire capable of delivering increasing levels of protection in an affordable, acceptable and ultimately sustainable way. Since April 2007, we have reduced: serious violent crime by 31% (892 less victims); vehicle crime by 16% (634 less victims); and overall crime by 14% (4,153 less victims). We have also increased our ability to deal with major investigations such as Operation Westbere (Atherstone-upon-Stour warehouse fire) and Operation Budapest (M40 murder). Not only have we successfully delivered increased levels of protection, whilst reducing the cost of policing by more than £4million, the restructuring undertaken has enhanced our reputation with HMIC and others as a result of numerous positive external inspections.

Reducing the cost of policing whilst maintaining our ability to protect from harm undoubtedly represents a significant challenge, however, it is a challenge we believe we are well positioned to address. Building on the work of our *150forward* programme we are confident that our successor programme, *150plus*, can not only re-design the way we deliver policing in Warwickshire but also influence the way that policing can be delivered nationally.

VFM Statement

Warwickshire Police Authority has a statutory responsibility to secure an efficient and effective police service that best enables us to protect our communities from harm. Over the lifecycle of this Plan we will continue to balance the increasing demand for policing services with the resources available and remain committed to continuously improving services whilst ensuring value for money.

Two years into a three-year efficiency and productivity programme we have achieved savings of £6.789m against a three-year target of £9.3m. During 2009/10 we achieved savings by ensuring we appropriately and proportionately respond to calls; modernising our workforce including reviewing our workforce mix, and reducing waste across day-to-day expenditure.

For the past two years the Audit Commission has awarded us a score of 3 (4 being 'performing strongly' and 1 being 'inadequate performance') for the way we use our resources, which recognised we continue to deliver strong value for money services.

Over the lifecycle of this Plan, the supporting Medium-Term Financial Planning Strategy has identified that we need to reduce the cost associated with delivering policing services by £12m. Our target is to deliver £5.7m of the savings in 2010/11, £3.9m in 2011/12 and £2.4m in 2012/13. Further savings of £0.5m are proposed in 2010/11 by reviewing our workforce mix to ensure the right people are in the right posts; with warranted police officers performing roles, which make the most appropriate use of their skills, training and powers, in certain circumstances this will require redeployment of both officers and police staff.

In order to identify and help realise these savings we have embarked on a major organisation-wide review - *150Plus* - and created a dedicated team of professionals to co-ordinate existing efficiency and productivity work-streams, identify further opportunities for change and continue to improve service delivery. This review is considered to be the most effective way to improve efficiency and productivity. It is anticipated that that savings will be achieved by:

- Improving the way we deploy our officers and staff
- Reducing overtime expenditure
- Undertaking a programme of business process improvements (Service Reviews)
- Reducing locally imposed bureaucracy
- Adopting national and regional frameworks for procurement of goods and services
- Improving Information and Communication Technology
- Streamlining support services
- Collaborating with partner agencies
- Economising wider overhead expenses

Force Review - 150plus

Recognising the tighter financial constraints in which we will have to operate over the lifetime of this Plan, our 150plus team has been established to ensure that we maximise the protection we deliver within the resources that are available. The initial phase of this review has resulted in:

- Our Deputy Directors examining the services provided and identifying alternative ways in which they could be delivered whilst operating within a potential budget reduction of 10%
- Our 150plus programme team working with our directorates, partners and other police forces to understand what protection could be delivered using 90% of our existing budget
- Our 150plus programme team identifying the threats we face and our ability to deliver acceptable levels of protection

Having identified the most efficient way to deliver the services needed to protect our communities, we will define what our police force could look like in the short to medium term including working with other organisations. Our 150plus programme team will subsequently oversee the implementation of the change required.

By April 2011 we will have reviewed and rationalised the way we deliver our policing services. This will require some radical thinking and a real focus on the services that our communities require. The professional judgement of our people as to how we can do the right things significantly more efficiently will be the strength upon which this review is based. Whilst the challenge of reducing the cost of policing by £12 million over the lifetime of this Plan is considerable, we have proved that we can do new things well and that when we maximise the flexibility provided by our size we can quickly turn challenges into opportunities that better protect people and deliver lasting change.

New Ways of Working

If we are to successfully deliver acceptable, affordable and ultimately sustainable policing services it is imperative that we reflect upon our existing ways of working and as we address the challenges of delivering further substantial change learn the lessons of previous change programmes - identifying what worked and what didn't - and being open minded to new/innovative working arrangements.

Framework for Change

This framework identifies the key principles we will consider when managing and delivering significant change. They are:

- Be receptive to new ways of working, challenging what we do now
- Provide the leadership to realise effective change
- Actively involve communities and partners in the change process
- Ensure that our structures support us in protecting our communities
- Effective use of resources

Collaboration Strategy

We have worked with the other Authorities and forces in the West Midlands region to develop a Strategy that outlines how we will work together to:

- Protect our communities from risk and harm
- Secure greater efficiency and effectiveness in the use of public resources
- Improve public trust and confidence in policing

In contributing to the delivery of this strategy we are committed to:

- Locally defined and delivered policing as reflected in our Local Policing Plan
- Developing a 'four-force' service delivery model for non-local policing services, which also provides the flexibility for:
 - Two or three-force service delivery model
 - Delivery models including other forces outside our Government office region or other public or private sector partners
- Delivering value for money
- Harmonising processes and procedures which enable and maximise effective collaboration
- Harmonising the specification and procurement of operational and support equipment, supplies and services
- Considering opportunities to rationalise the size and management of our estates

It is anticipated that this ambitious Strategy will deliver the following outcomes:

- Individual forces continuing to deliver locally defined policing services that meet community needs
- Individual forces reducing the risk of harm to the public by realising the protective services national standards
- Harmonising policies and processes or working with other Authorities and partners to deliver support services
- Greater efficiency and effectiveness which is recognised nationally and across the wider public sector
- An agreed operational and non-operational performance management framework covering collaboratively delivered services, with performance managed, monitored and scrutinised locally via local and collaborative governance structures
- Applying benefits evaluation and realisation systems locally and across the regions forces and Authorities

Total Place

In addition to our commitment to work with our regional policing partners, we are looking to identify new and improved ways of delivering services across the Warwickshire, Solihull and Coventry sub-region. Working with our wider public sector partners we are participating in the 'Total Place' programme, which reviews and assesses public service-related spending to identify opportunities to deliver better value for money, greater efficiency, and increased effectiveness whilst reducing and removing waste and duplication.

The primary aim of this programme is to re-design public services so they better meet community needs and expectations through greater collaborative working, better information sharing and improved communication. It is anticipated that the wider social benefits include improved accessibility and less gaps and inequality in service provision.

We hope that by learning the lessons of this programme we can build upon previous improvements, sustain service delivery and achieve greater value for money.