



WEST MIDLANDS POLICE



Protecting people from harm

Building trust and confidence in our police

Strengthening communities and growing the economy

Making better use of our people and resources

Tackling national and international threats

FORCE AMBITION PLAN

2018 – 2020

Our force Ambition Plan sets what we seek to achieve over the next two years to enable our mission of preventing crime, protecting the public and helping those in need. It also describes our contribution to the delivery of the Police and Crime Commissioner's Police and Crime Plan. It is, however, much more than our 'to do' list. It is drawn from a detailed analysis of the challenges, threats and opportunities we anticipate for 2018-2020 and builds upon our achievements to date.

Whilst an increase in council tax precept means our funding position is not quite as bad as anticipated, we must use our financial reserves to sustain services.

After substantial reorganisation in 2016 and new, technology-aided ways of working through 2017, we faced a challenging year with large increases in violent crime, burglary, robbery and

vehicle crime.

This year we will strive to reduce crime, bring more offenders to justice and re-focus our efforts at intervention and prevention.

With constrained resources, it is more important than ever that we are clear about our priorities and what we expect of our staff.

This plan sets out succinctly what we want to achieve. Everything within the plan is also within the personal objectives of the Force Executive Team and will form the basis of PDR objectives for our senior leadership teams across the force. Wherever you work you will have a part to play in achieving our Ambition Plan.

We will be regularly assessing and tracking progress so let's make the next two years our best yet.

LOUISA ROLFE
DEPUTY CHIEF CONSTABLE



PROTECTING PEOPLE FROM HARM

OUR AMBITION IS TO:

- Protect the most vulnerable from abuse
- Keep crime low
- Prevent violence
- Increase our prevention activity
- Increase integration with partners to deliver improved services
- Improve the way in which we investigate crime

OUR PLAN TO ACHIEVE THIS:

- We will develop a co-ordinated approach to preventing violence through the West Midlands Violence Prevention Alliance and development of our Violence Reduction Strategy
- We will safeguard vulnerable victims & witnesses and improve their confidence and satisfaction, embedding the Victims Code and working with the Victims' Commission
- We will effectively tackle the threat of hidden crime and protect the most vulnerable
- In conjunction with the PCC's Commission on Gangs and Violence we will tackle the threat of urban street gangs and reduce the threat of firearms and knife crime
- We will address crime priorities, threats and anticipated peaks in demand, delivering large scale operations that utilise the full capability of the force
- We will improve crime outcomes, particularly in the areas of burglary, robbery, vehicle crime and violence, bringing offenders to justice
- We will strive to reduce and prevent crime affecting communities across the West Midlands through effective offender management
- We will work with partners to reduce offending through the use of early intervention schemes such as Neighbourhood Justice and other evidence based approaches
- We will work with partners to lessen the risk and demand associated with mental ill health, ensuring effective use of the Mental Health Triage Scheme
- We will work with partners to lessen the risk and demand associated with drug misuse and other dependencies
- We will work in partnership to promote safer travel, focusing upon the causes of road casualties and the multi-agency response to our road network's resilience and ensure effective policing of the strategic road network





BUILDING TRUST AND CONFIDENCE IN OUR POLICE

OUR AMBITION IS TO:

- Inspire greater trust, especially amongst the young, the vulnerable and our diverse communities
- Improve fairness in our organisation by increasing the voice of our staff in our decision making
- Work in partnership to improve community voice and fairness in our delivery of policing
- Actively build a workforce that is representative of our communities
- Work with our communities to define acceptable and sustainable service levels
- Use our information to improve insight and decision making

OUR PLAN TO ACHIEVE THIS:

- We will deliver our Fairness in Policing Programme, building the principles of neutrality, dignity, respect, and trustworthiness in everything we do
- We will continuously improve the use of stop and search and develop greater transparency and accountability in the use of force
- We will ensure that our policing activity is driven through effective, intelligence-led tasking
- We will manage complaints and misconduct transparently and proportionately, embracing opportunities to learn whilst building trust and confidence
- We will develop more opportunities for staff to influence and comment upon organisational decisions
- We will monitor and respond to service user satisfaction throughout our diverse communities
- We will recruit, retain and promote a diverse workforce that better reflects our communities
- We will develop a Force Management Statement that enables a greater understanding of capacity, capability and anticipated demand, identifying opportunities for improvement
- We will use all available data to support our decision making and understanding with the Data Driven Insights Project





STRENGTHENING COMMUNITIES AND GROWING THE ECONOMY

OUR AMBITION IS TO:

- Increase public involvement in creating safer communities
- Prevent dependency on public services by effective engagement with repeat victims, repeat callers and persistent offenders
- Reduce unnecessary demand for service

OUR PLAN TO ACHIEVE THIS:

- We will improve our response to calls for service, ensuring effective call handling, dispatch and investigation
- We will address risk and vulnerability associated with repeat victims, callers and locations and continue to work with partners to reduce repeat demand
- We will encourage the public to work alongside us to reduce and prevent crime impacting on local communities and businesses
- We will improve the scale and variety of opportunities for volunteers, special constables and watch schemes
- We will work with partners to consolidate our understanding of, and act upon Intervention and Prevention opportunities
- We will actively support and advise our communities to prevent people being drawn into Terrorism and Extremism and encourage them to report any concerns to us





MAKING BETTER USE OF OUR PEOPLE AND RESOURCES

OUR AMBITION IS TO:

- Optimise our efficiency and effectiveness
- Care for our colleagues and ensure their wellbeing
- Invest in the development of our workforce
- Offer modern digital services that meet the needs of communities, staff and partners
- Improve access to, and mobility of, our workforce
- Collaborate with others to optimise innovation and change

OUR PLAN TO ACHIEVE THIS:

- We will improve the efficiency of our resources, assets and enabling services to optimise services for our staff and communities
- We will maintain our commitment to the People Deal, bringing to life our vision and values
- We will honour our Leadership Promise, supporting our leaders to develop
- We will ensure our wellbeing offer meets the modern requirements of the workforce
- We will deliver a learning strategy for the force for 2018/19
- We will deliver our Diversity & Inclusion Strategy
- We will provide staff with a modern work place and fit-for-purpose work systems, uniform and equipment
- We will continue to invest in mobile technology, equipping officers and staff with efficient and sustainable solutions to improve our service to the public
- Working with communities and service users, we will develop our contact, investigative and response services to be more efficient, sustainable and effective
- We will invest in the development of our workforce with a new approach to managing people and performance
- We will seek collaboration opportunities to deliver faster and more cost effective innovation





TACKLING NATIONAL AND INTERNATIONAL THREATS

OUR AMBITION IS TO:

- Protect the public from Terrorism and Extremism
- Protect the public from Serious and Organised Crime

OUR PLAN TO ACHIEVE THIS:

- We will work with partners to understand and tackle the threat from Serious and Organised Crime and Terrorism and Extremism in our region
- We will ensure that we are able to respond positively to all Terrorism and Extremism related incidents and threats
- We will develop our response to cyber crime
- We will maintain Strategic Policing Requirement (SPR) capabilities that are fit for the future
- Alongside partners we will learn the lessons from national and international incidents and deliver an appropriate regime for testing and exercising identified threats
- We will collaborate with other forces and partners to identify and respond to emerging and changing threats supporting the maintenance and development of national capabilities

