



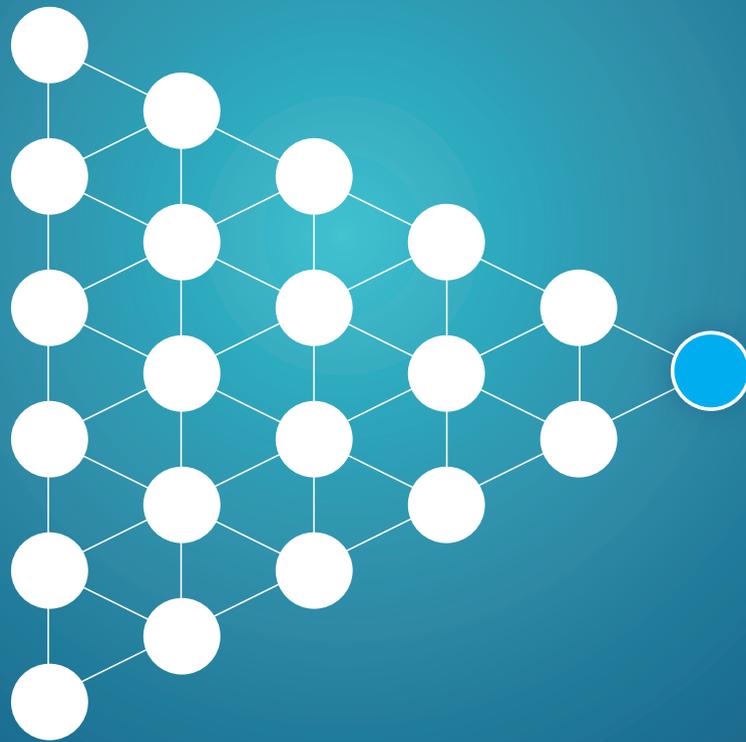
Warwickshire  
**POLICE**



West Mercia  
**POLICE**

# LOOKING TO 2020

How our Alliance is leading the way in line with our vision of 'protecting people from harm'.



August 2016

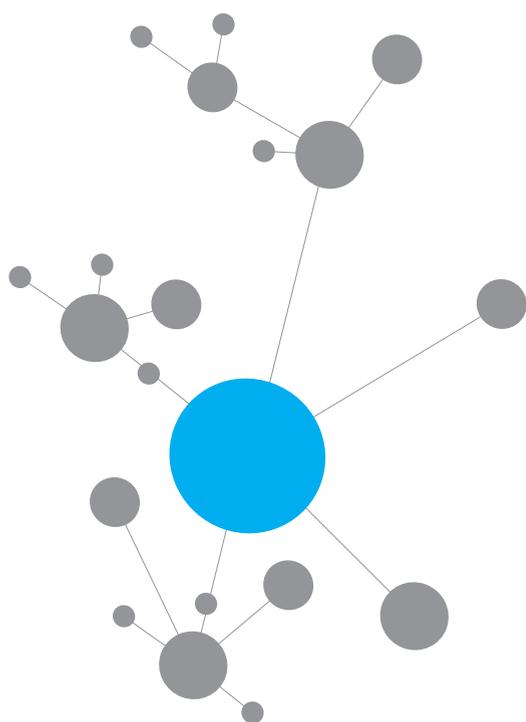


STRENGTHENING AND DEEPENING THE ALLIANCE



## Introduction.

Our vision of 'protecting people from harm' is at the core of everything we do. It is a vision that is understood and delivered daily by those who work for us and is a requirement of the communities we serve and the partners we work with.



Our overriding ambition over the next five years is to become great at protecting the most vulnerable. This will be at the forefront of our priorities and plans. As an alliance we know we have great foundations to build from. In the future we will look to:

- Strengthen existing relationships and forge new ones with partners and providers
- Develop our staff further with new skills
- Leverage the benefits of being part of a national policing framework

The financial climate remains an important part of the context within which we operate. The pressure to deliver policing as efficiently and effectively as possible remains – alongside the need to adapt and evolve to meet the changing needs of our communities.

We aim to deliver the best policing services we can with the resources that we have, working with our partners to help keep people safe.

This document sets out how we see the future of policing in the areas served by our forces.

It is the start of a conversation with our staff, partners, providers and the people in our communities. It's about where we are currently, where we want to be in the future and how we will get there.



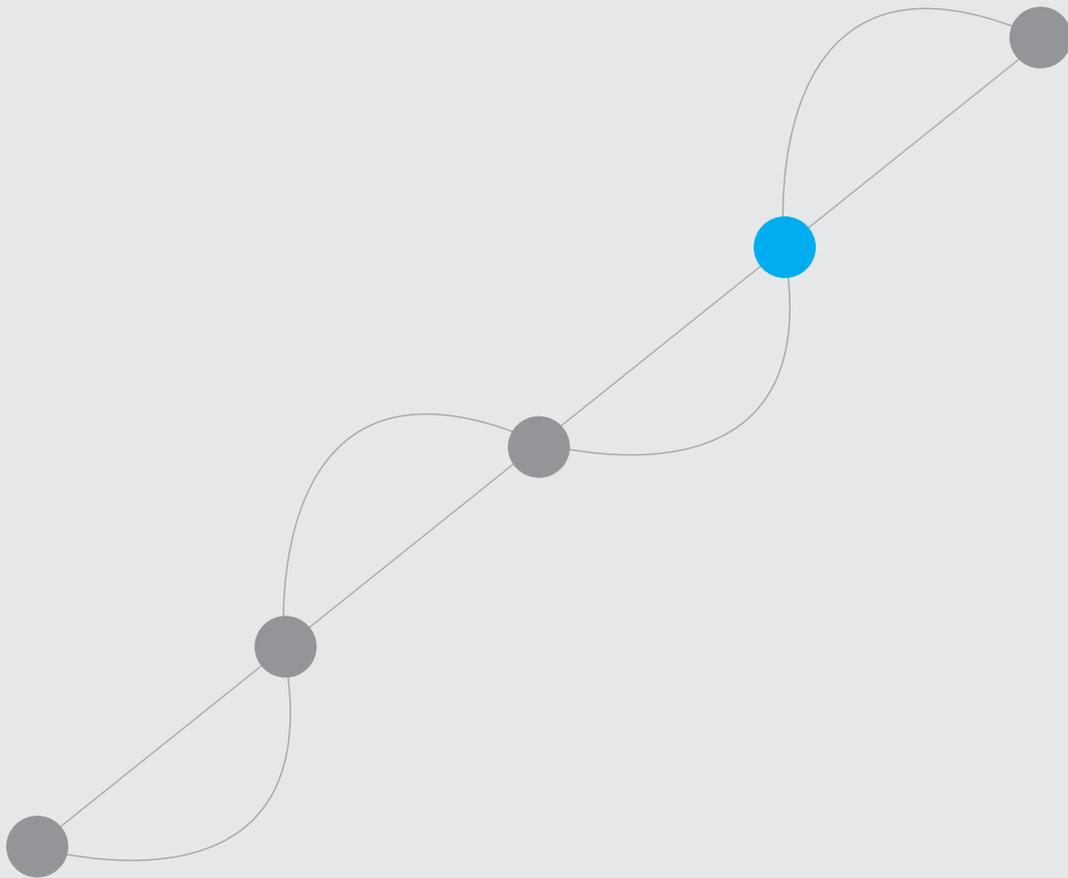
Martin Jelley  
Chief Constable, Warwickshire Police



Anthony Bangham  
Chief Constable, West Mercia Police

# CURRENT STATUS

How our Alliance and vision have progressed since 2012.



# Our alliance.

## Delivering two police forces, one vision, one alliance.

In 2012 Warwickshire Police and West Mercia Police formed a ground-breaking alliance.

This wasn't an easy step to take. But in the face of the decreasing budgets that have faced all public services, it allowed us to continue delivering the best possible service for the people who matter – those living in our communities.

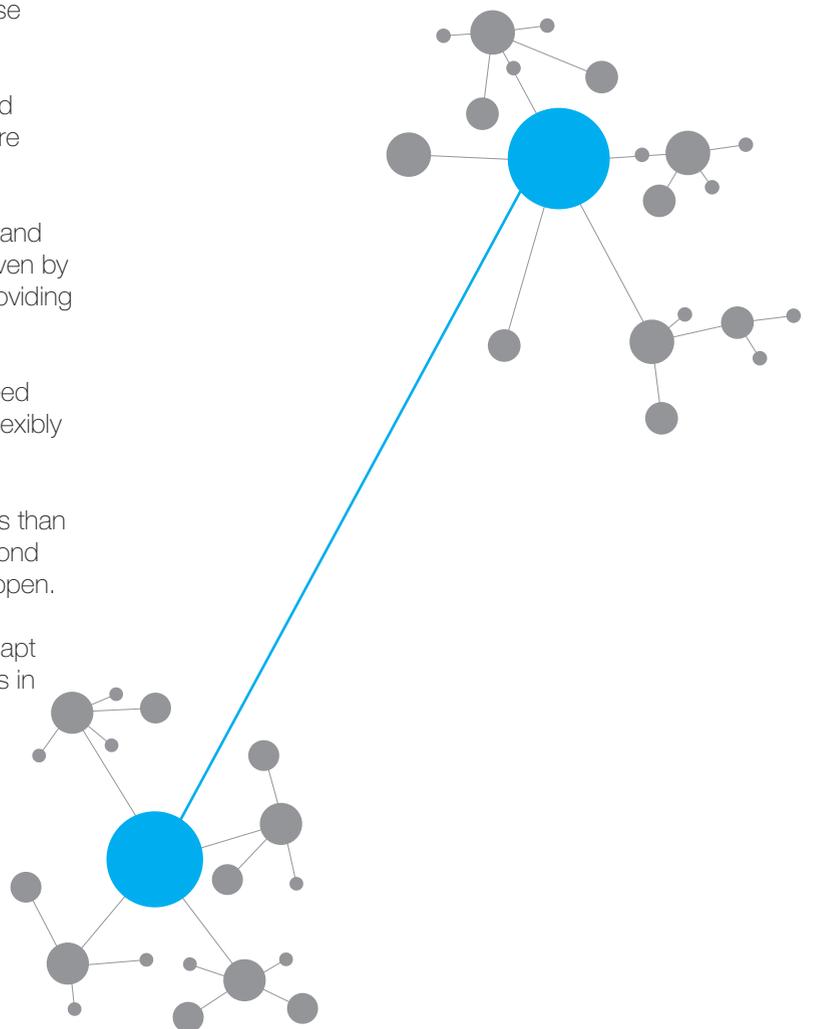
And it's been nationally recognised and acclaimed as a success. Other forces around the country are looking to implement a similar model.

However, the pressure to become more efficient and effective at what we do remains. We must be driven by service delivery, continuous improvement and providing maximum value.

Changing demand for our services means we need to stay a step ahead and to be able to respond flexibly to the evolving needs of our communities.

Improvements in technology give us more options than ever before to be able to prevent crime and respond quickly and effectively to incidents when they happen.

It is right that we act to ensure we predict and adapt to change and adopt technology that supports us in protecting people from harm. Given our ambition to be great at protecting the most vulnerable, we must embrace change wherever necessary to achieve this.



# Our shared vision and values. Protecting people from harm.

Our shared vision, and the reason we are here, is to protect people from harm, especially the most vulnerable members of our communities.

To provide our communities with the best possible service, Chief Officers and our Police and Crime Commissioners have agreed a set of values:



We are working to make these values part of the fabric of our organisation, so that we not only deliver the service our communities deserve, but also ensure that it's a great place to work.

## Our officers, staff and volunteers.

Warwickshire Police and West Mercia Police employ over 5,500 officers and staff. In addition, around 500 Special Constables volunteer for us.

Just over 2,000 officers are based in West Mercia, supported by at least 200 Police Community Support Officers (PCSOs). Around 850 officers are based in Warwickshire alongside around 100 PCSOs.

Our volunteer Special Constables also make a valued contribution to frontline policing, with around 320 Special Constables in West Mercia and 180 in Warwickshire.

A total of around 2,200 police staff and 150 police support volunteers assist the organisation in protecting people from harm.

We work as one alliance, sharing resources, expertise and skill.



Numbers based on latest figures available at date of publication.

## Our communities.

The alliance covers one of the largest policing areas in the country – over 3,500 square miles.

Within this area live around one and three quarter million people – the people we serve. They include over half a million in Warwickshire and 1.2 million in West Mercia.

Our communities cover four counties: Herefordshire, Shropshire (which includes Telford and Wrekin), Warwickshire and Worcestershire.

Whilst much of our area is rural, the conurbations we police include Hereford, Kidderminster, Leamington, Nuneaton, Shrewsbury, Telford, Redditch, Rugby and Worcester. We tailor our policing to our communities, responding to issues that affect deprived urban areas as well as rural communities.



## Our partners.

### We work with many different partners and agencies to deliver the best possible service to our communities.

The alliance operates within a complex partnership landscape. This includes partners such as Ambulance Services, Fire and Rescue Services, Councils, Community Safety Partnerships, NHS Trusts, clinical commissioning groups, criminal justice partners, watch schemes, education professionals and the voluntary sector.

#### New ways of working

In an era of reduced overall funding, it has never been more important for us to work together effectively with our partners to provide the greatest value and highest standard of service to our shared communities.

Our alliance has already led the way in working innovatively with other providers of public services.

In 2014 we opened a new state-of-the-art Police and Fire station in Bromsgrove. This was the first of its kind in the UK and allowed both our organisations to provide the same level of service at lower cost.

In September 2015 we achieved another UK first when we moved to a pioneering new venture – a shared estates service called Place Partnership. We worked with four other public sector organisations to create a not-for-profit company that now maintains all of the buildings we own or lease between us.

In 2017 we will move to sharing our West Mercia Operations Communications Centre at Hindlip with Hereford & Worcester Fire and Rescue Service.

This will mean that all emergency and non-emergency calls for both police and fire services will be routed via the same co-location.

We are continuing to look at other locations where we could work with partners for mutual benefit.

#### Partnerships through change

The way our partners work together is changing. Local authorities are also looking at new and innovative ways of working together and in some parts of the country different ways of governing local services are being trialled. Given the potential for change in the wider framework within which we work, we need to be able to adapt readily and easily to an evolving landscape of public service delivery.

The new ways of working that we are developing will give us the flexibility and agility to respond to external change.



## Our partners cont. Examples of key initiatives.

**Multi-agency Safeguarding Hubs** – These act as a single point of contact for all professionals to report safeguarding concerns. We work with each of our Local Authorities and Safeguarding Partners to provide a co-located multi-disciplinary team committed to sharing information to safeguard the vulnerable and provide the right response as quickly and efficiently as possible. Some hubs target only those at most risk whilst others take a broader approach to all needs. Some deal solely with children, others with both adults and children. In total we will have five hubs aligned to our five Local Authority areas which each operate differently, based on local need.

**Community Safety Partnerships (CSPs)** – The police, local authorities, fire authorities, the Office of the Police and Crime Commissioner, and NHS Commissioners together conduct surveys to identify crime and disorder problems and community concerns in their area. The research is used by partnerships to develop a strategy to address local concerns and prioritise measures to tackle them.

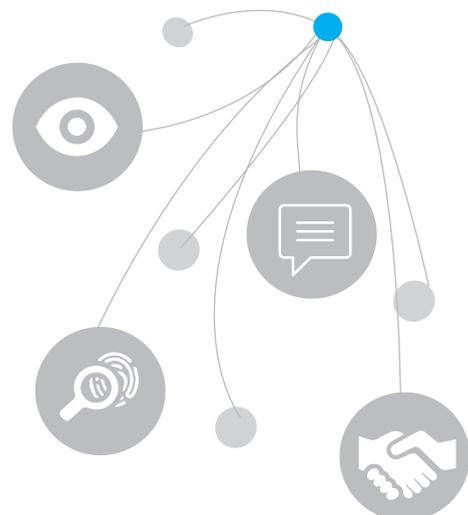
**Criminal Justice** – Warwickshire Police and West Mercia Police are working with partners on projects including Transforming Summary Justice and Better Case Management, utilising technology and streamlining processes to bring offenders to justice more quickly.

**Integrated Offender Management (IOM)** – Co-located with partners, the IOM team manage dangerous and prolific offenders, adopting a three strand approach: rehabilitate and resettle, prevent and deter, and catch and convict for those who are unwilling to alter their offending behaviour. One-to-one contact with offenders, who may be in the community or in custody, is key to this scheme and ensures that they take responsibility for their actions. Crucially, all the work is done with the victim in mind.

**Integrated Community Management** – Integrated Community Management is where people from a wide variety of sectors – including the public, business, community and voluntary sectors – work together to proactively manage priority issues. These include begging, anti-social behaviour and banning those misbehaving in clubs and pubs. ‘Team Worcester’ is an exciting example of using this approach to ensure that the city remains a vibrant location for all those who live, work and study there, as well as those who visit it. ‘Our Shropshire’ is also a great example of this partnership working.

**Rural and Business Crime Board** – This is the alliance working with partners and volunteers to prevent offences against rural and business communities by sharing intelligence and closely communicating. This is creating a strong, cohesive partnership which can tackle future threats.

**Looking forward, we anticipate closer working together, seeking opportunities to share resources and streamlined common processes.**



## Our partners cont. Domestic violence and abuse.

An example of partners we might work with on a specific issue:



Note: This list is not exhaustive and is intended as an indication only

## Our partners cont. Rural crime.

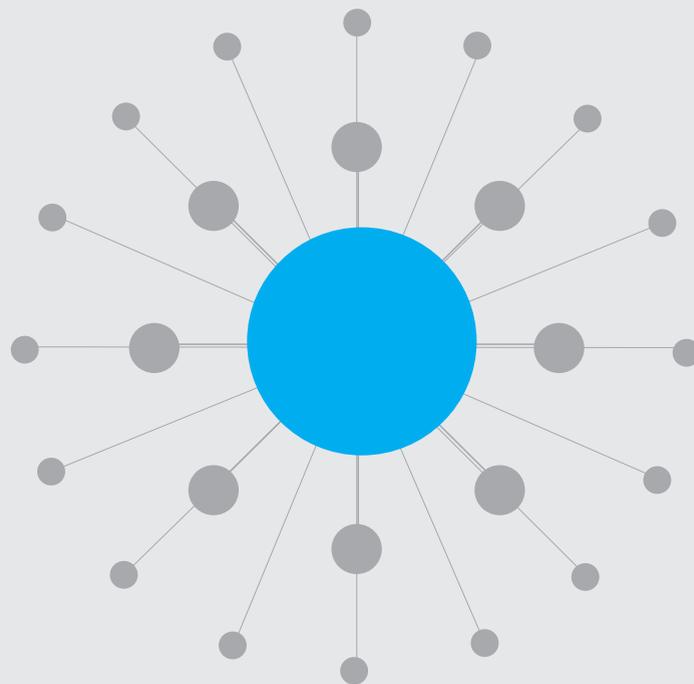
An example of partners we might work with on a specific issue:



Note: This list is not exhaustive and is intended as an indication only

# OUR DEMAND

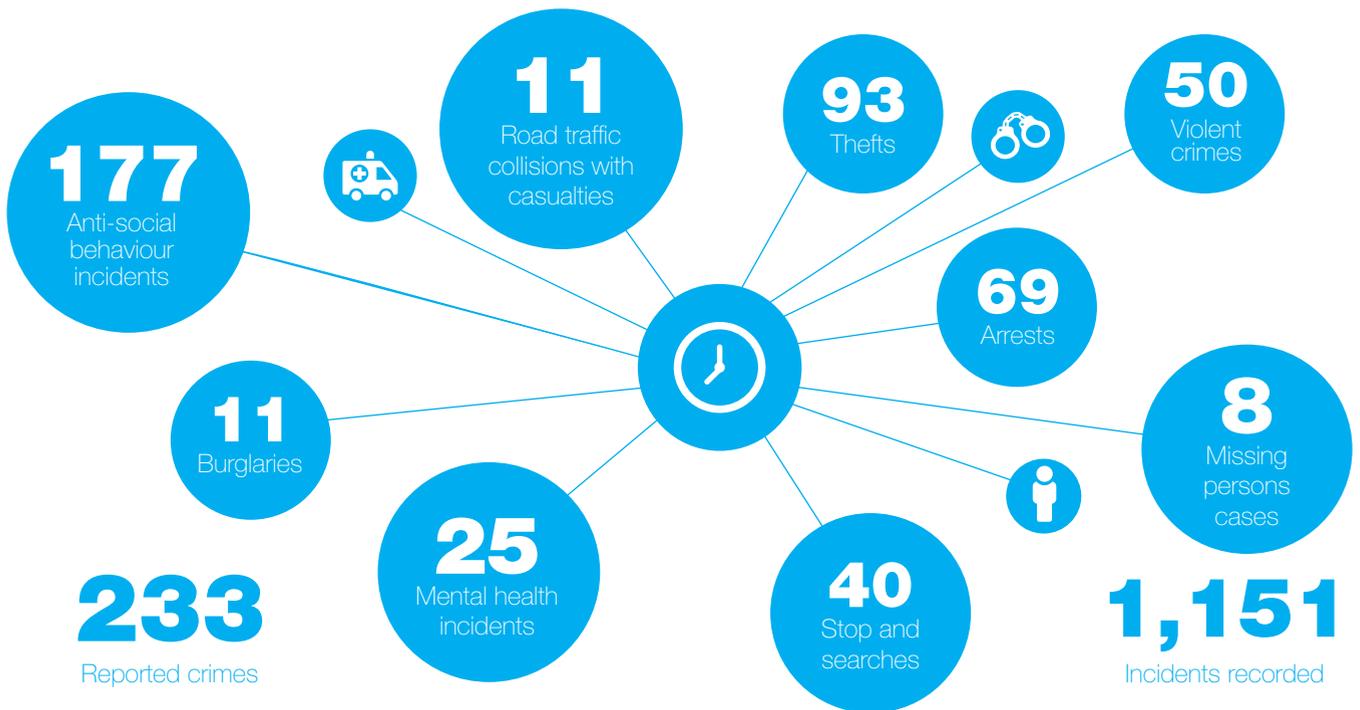
How we work with our partners and communities to prevent crime and how we protect and support the public both in traditional aspects of policing and in tackling modern day crimes.



## Focusing in.

Every day we deal with around 1,150 incidents. That's over 420,000 a year. These incidents include all those associated with traditional policing, such as violent crimes, burglaries, missing people and serious road traffic accidents.

Every day our forces handle:



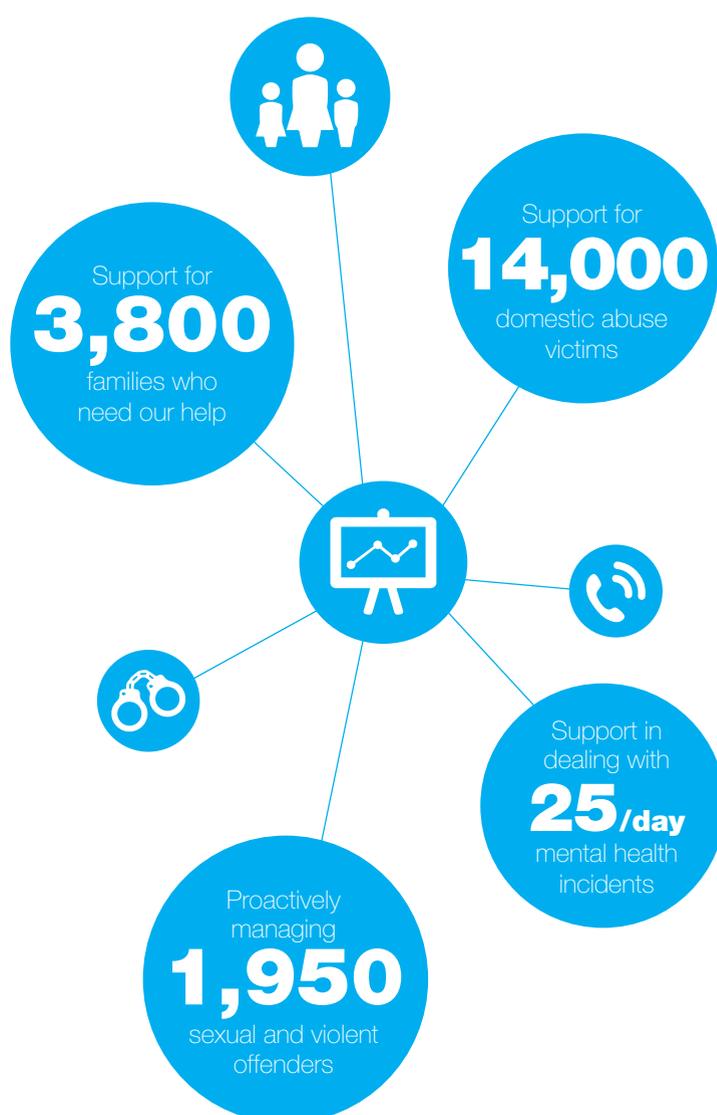
## Focusing in cont.

However, we are also increasingly focused on preventing less visible crimes such as child sexual exploitation, honour-based violence, forced marriage and modern day slavery.

In addition to our focus on traditional policing activities, we have teams of people who:

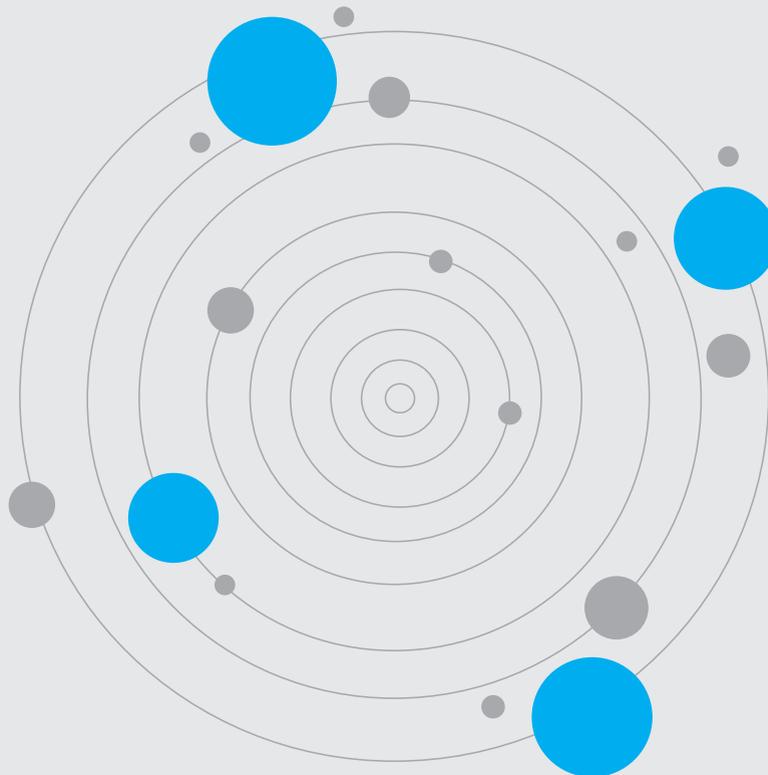
- Use the internet as a source of intelligence about sex offenders, child groomers and fraudsters, enabling us to target our highest harm causers
- Work to prevent acts of terrorism, the radicalisation of young people or serious organised crime

Prevention and protection is a critical requirement for the alliance to deliver. Our future model will target resources, improve the gathering and use of intelligence, and prioritise vulnerable people and places.



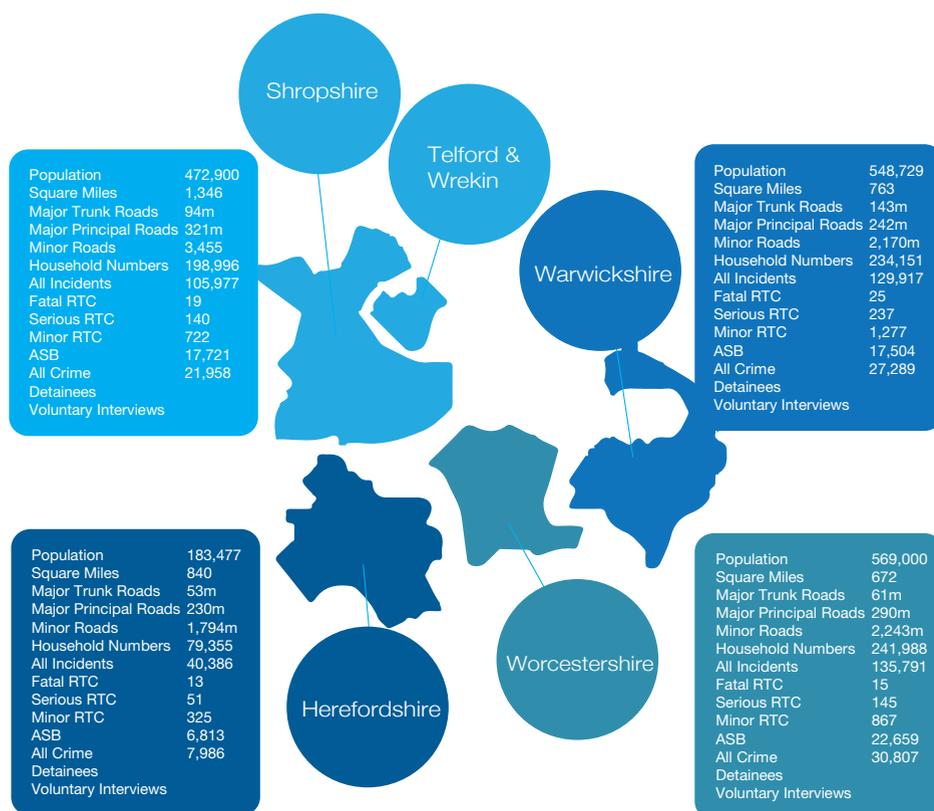
# WHAT WE WILL LOOK LIKE IN 2020

How the Alliance will align Operations Communications Centres and operate policing areas over the areas we are responsible for.



## What we will look like in 2020.

We will provide 24 hour coverage together with enhanced specialist investigation across the alliance.



We will resolve as many calls as possible at first point of contact.

We will adapt our model to best meet different local needs and make the greatest use of the resources we have.

There will be one Operations Communications Centre managed by two locations, one in Warwickshire and one in West Mercia.

We will have larger teams with greater spans of control, based locally.

The new teams will be supported by a smaller number of centralised specialist units.

The alliance will have a reduced number of supervisors and managers.

We will prioritise our resources to provide better protection to the most vulnerable.

Our policing model will be supported by Specials and volunteers.

# THE FUTURE OF POLICING

How our Chief Officers and Police and Crime Commissioners see the future of the Alliance and what this will mean for our communities, our people and partners.



# The future of policing.

Our Chief Officers and Police and Crime Commissioners want our alliance to be:



## What this will mean for our communities.



We will be focused on keeping you and the people you care about safe from the crimes that you would otherwise be most likely to experience and would have the biggest impact on you.

We will put in place the most effective policing in consultation with each of our communities.

We will continue to work behind the scenes to keep you and your families safe from crimes such as internet fraud and online grooming.

We will work to predict and anticipate new crime trends so that we can respond proactively and robustly.

We will continue to focus our street visibility in areas where we know this acts as a deterrent and helps us to respond quickly and effectively.

We will be organised so that we can respond easily and quickly to incidents in your area.

If you need our help, we will provide you with a seamless end-to-end service where you will always have a point of contact to answer your questions and keep you updated.

If we need to refer you to one of our partner organisations, we will signpost you to the right organisation first time.

We will work closely with our partner organisations to ensure that you get the best possible service and protection from us.

You will want actively to assist us as volunteers and Special Constables to help support and deliver the service.

Our communities will be resilient and play a role in helping us to protect them from harm.

## What this will mean for our people.

Our officers and staff will continue to be valued as the foundation of what makes our organisation great.

We will be equipped with latest technology to carry out our job in the most effective and efficient way.

We will have access to information systems that provide seamless end-to-end crime recording and management.

We will be organised in a way that helps us respond quickly and easily to incidents and ensures that we focus on times and areas of highest demand.

We will provide the right training to ensure we've got the skills and confidence to do the job to the best of our ability.

We will continuously review the key elements of the services we are providing and how we can better deliver these in future.

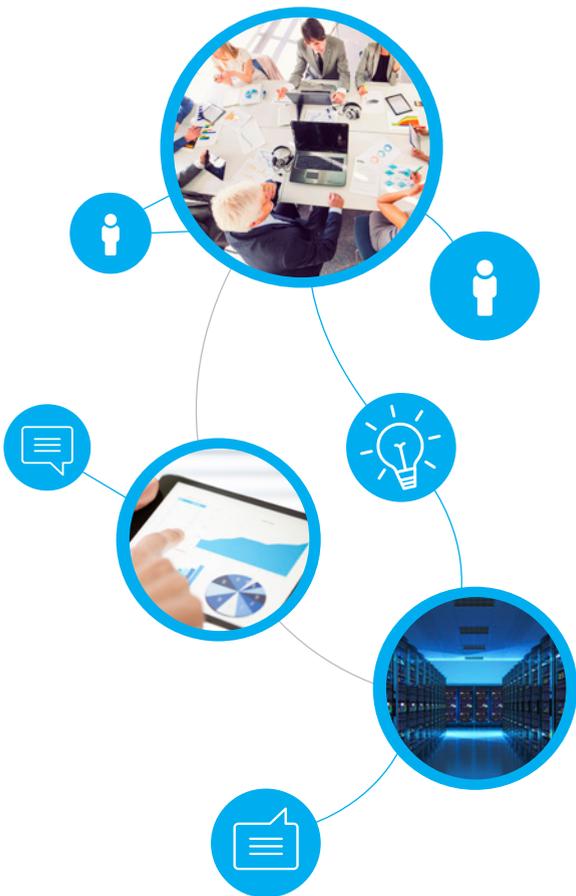
We will listen to feedback and ensure that it helps us shape our future.

Our officers and staff will be great advocates of the alliance.

The alliance will be a great place to work and we will be an employer of choice.



## What this will mean for our partners.



We will work on the basis of shared outcomes and joint, single, streamlined processes, transforming ourselves where necessary to achieve this.

We will collaborate with you and combine resources where appropriate and where this helps us provide the best possible service for our shared communities, now and in future.

We will share information and intelligence wherever it is appropriate and transform our IT services with our partners in mind.

We will share premises where it enables us to work closer together and reduce costs.

# A BETTER PICTURE

How policing may look in 2020 as illustrated by a series of possible scenarios.



## Partnership working and technology. Mental health.

Every day we help deal with 25 mental health incidents and manage eight incidents involving missing people.

Anita Sahota is in a Warwickshire town centre shopping arcade when she sees a young man acting strangely and looking confused. She phones the multi-agency call centre using the non-urgent 101 service to report her concern for the young man.

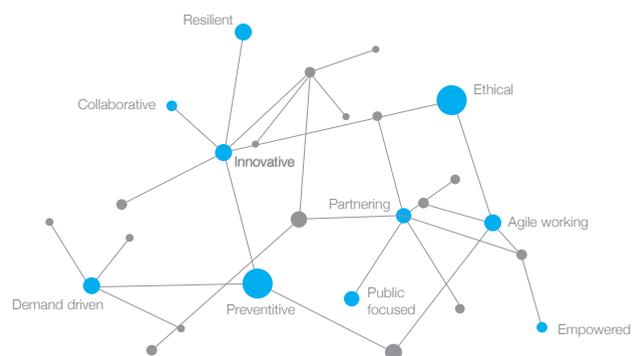
The call handler takes the details from Anita and uses local CCTV to monitor what is happening. The call handler establishes that the young man is vulnerable and distressed and causing some alarm to passers-by. The handler uses a **state-of-the-art command and control system** to deploy a **mental health triage vehicle** via **text** – where police officer PC Chowdhury is **working in partnership** with a mental health nurse.

When they arrive, they talk to the man who confirms his name is Paul Long. The mental health nurse checks NHS records, which reveals a history of mental illness. Police data, **checked using a handheld mobile device**, reveals that Paul had just been reported missing.

PC Chowdhury contacts Paul's family using the details on the system to let them know he has been found and is safe. The mental health nurse arranges for follow-up care based on this incident and their records to date.

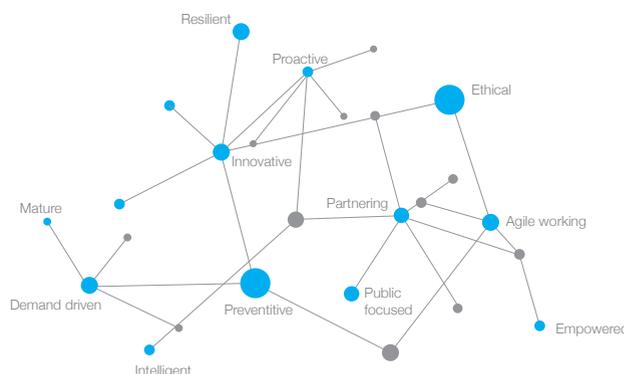
This collaborative intervention meant that Paul's needs were identified and addressed as quickly and effectively as possible, ensuring his safety and welfare.

\*Highlighted text illustrates new technology or ways of working that currently may involve multiple processes and systems.



## Seeing the big picture. Anti-social behaviour.

It's 10:30pm on a crisp winter evening in Shropshire. Suddenly, the relative peace of a road in a usually quiet residential area is broken by loud bangs and intense flashes of light as a group of 15 year-olds run down the road lighting fireworks and throwing them at people's houses.



Mandy Smith is on her way home at that time and sees what is happening. Thinking quickly, she records a short video clip on her mobile phone which includes good images of the young people's faces. Mandy discreetly **texts the police** with a copy of the **video clip attached to let them know what is happening**.

At the same time, an elderly couple – John and Mary Jones who live at number 27 – are woken up by the sound of an almighty explosion and a bright flash of light outside their bedroom window. They are both deeply upset and fear for their safety, so they dial 999 to call the police.

The call is routed to the **multi-agency call centre**. The system **identifies the address and caller** as previous victims of anti-social behaviour by local youths and, more recently, Mary Jones as being the victim of cyber fraud. The call handler quickly establishes that there is no requirement for the fire service but that a police response is necessary as damage is suspected, offenders are in the vicinity and the couple are vulnerable.

During Mr & Mrs Jones' call, **Mandy's video clip is scanned, uploaded onto police systems and cross-referenced with the ongoing incident**. Images are put through the **facial recognition system**, which quickly provides potential matches to local young people known to the police.

PC Harris is already on patrol nearby following intelligence that indicated the risk of anti-social behaviour this evening. She is identified as the closest most appropriate resource by the control centre and dispatched immediately to the Jones' address.

PCSO Davies, who is on community patrol a few streets away, **receives images of the suspects along with other intelligence and instructions based on his location** from the control centre. He immediately recognises the group as one he had seen earlier.



## Seeing the big picture cont. Anti-social behaviour cont.

The names provided by the facial recognition software confirm his local knowledge of the suspects.

As PC Harris approaches the Jones' address, she **uses video** to capture images of minor smoke damage to their front door. The couple are waiting for the officer, as they have been provided with reassuring updates from the control centre advising the officer's arrival time and giving them crime prevention and general safety information.

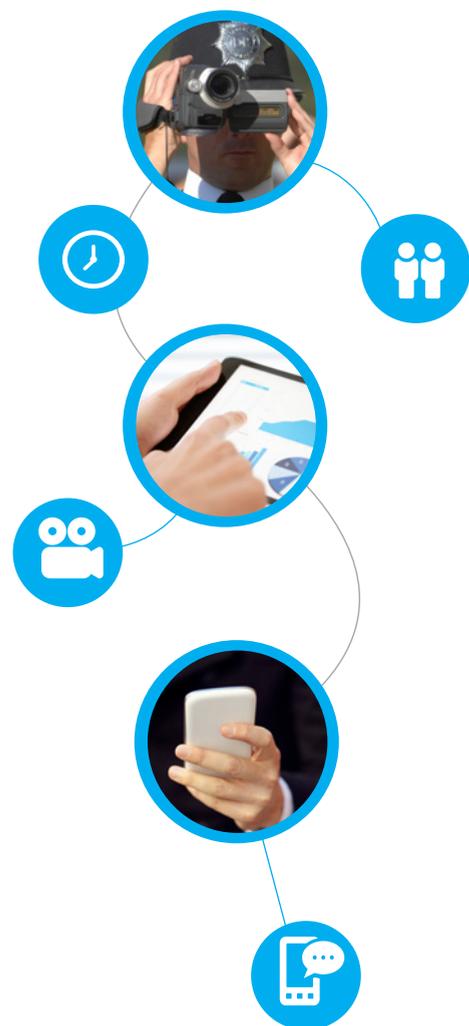
Details of the incident were captured from the 999 call and **uploaded to PC Harris's hand held device**, and she is able quickly to record the final details required for her crime report before **uploading it remotely to the crime recording system**.

PC Harris again **uses her video**, this time to record both the Jones' statements capturing their distress. With the immediate evidence gathering complete, she explains how the victims **can track developments in their crime report via the internet, or receive text/phone updates**.

The elderly couple appreciate the speed and efficiency with which their details and statements were captured. They know that the suspects are under 16 and don't want to see them criminalised over this incident but they are clearly shaken by their experience.

PCSO Davies messages PC Harris with the suspects' address details and they arrange to visit them together. While they are on their way to the first **address information is uploaded to PC Harris's data terminal** from partner agencies on the suspects, their families and their associates.

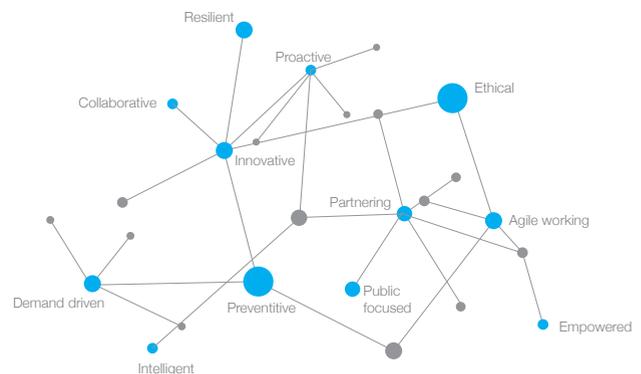
Having spoken with the suspects in front of their parents and **captured the conversations and images of their clothing on video**, the two officers recommend that community resolution would be best outcome for all concerned. The Jones agree to an apology from the young people and to have the smoke cleaned off their door. The perpetrators' direct contact with the victims facilitates a better understanding of the impact of their actions and makes them think twice in future.



\*Highlighted text illustrates new technology or ways of working that currently may involve multiple processes

## Right service, first time. Domestic abuse.

Ola is a young mother living in Herefordshire. There is a history of domestic abuse from her partner Gary. She is being visited this morning by Simon Smith from Children's Services, who are offering support and checking up on the welfare of the family.



When Simon enters Ola's address, he notices that she has a recent injury to her face and that Gary is absent. Ola's two children are happy and well. Simon establishes that Gary has struck Ola following an argument and has left the house. To prevent further risk from harm, and in line with partnership protocols, Simon immediately calls the **multi-agency call centre**.

The **system identifies the address and Ola** as a previous victim of domestic assault. It also provides intelligence on Gary. The call handler quickly establishes that a police response is necessary. PC Jacinta Mayfield, who is on preventative patrol, is identified as the closest most appropriate resource and is dispatched to Ola's address. While travelling to the address, PC Mayfield is **sent intelligence and previous contact details to her mobile data terminal**.

Ola's injury and her statement are **captured on PC Mayfield's video device**. There are only a couple of further details required to complete a crime report, as most had been secured during the initial phone call to the call centre **and uploaded to an integrated system**. Simon also **provides a video statement** before PC Mayfield uploads the report and evidence to the crime recording system. The upload triggers **an automatic notification** to other partner agencies already supporting Ola and her children.

Gary's vehicle **triggered an ANPR camera** a few streets away and he was arrested. Ola, who had requested **email updates**, was automatically contacted with this information. **She was able to check on the progress of the case by tracking it via the internet**. Partnership working and collaboration ensured Ola's long-term safety.

\*Highlighted text illustrates new technology or ways of working that currently may involve multiple processes and systems.

# Changing the nature of crime. Cyber crime.

It's 8pm and Diane Wilson is contacting the multi-agency call centre from her home in Worcestershire to report that she had been the victim of an email fraud. She is deeply upset when she speaks to the call handler. The system identifies the address and Diane as a previous victim of a burglary that caused her a lot of anxiety.

The call handler quickly establishes that a police response is necessary and that partner support agencies should be informed as Diane is vulnerable.

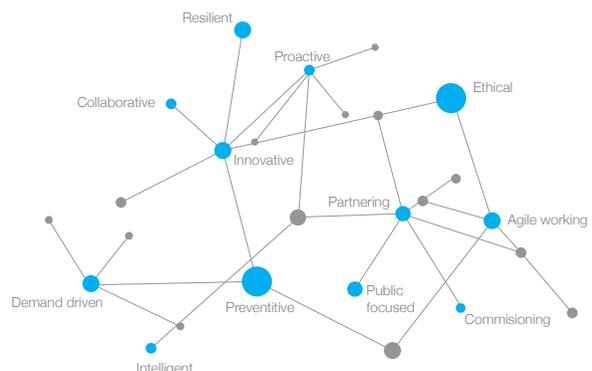
PC Brown has just completed a curfew check in a nearby street, having been directed there by **geo-location intelligence sent to her mobile data terminal**. As she is **uploading intelligence from the visit**, she is dispatched as the **nearest suitable resource** to Diane's address.

When PC Brown arrives, **most of the crime details have been recorded and uploaded to her hand held device**, including advice given to prevent future crime. PC Brown completes the report and records **Diane's statement on video**.

The crime data and **evidence is uploaded** and **raises an action for Victim Support** to make contact. The shared data also **triggers partner agencies' intervention** to provide support.

The crime is similar to a series of offences across the region, some of which are currently under investigation by local CID. It is **automatically passed to the investigating detective** who is collaborating with other forces and a commissioned team of cyber-crime specialists.

\*Highlighted text illustrates new technology or ways of working that currently may involve multiple processes and systems.



# 2020 AND BEYOND

How we see the future of policing shaping up not just for our Alliance  
but also across the country.



## How we will get there.

We know that policing is changing. We are part of a much wider national debate. What is understood as traditional policing has already changed dramatically and will continue to do so. We need to be able to respond to that change and, as technology continues to speed up social evolution, it is imperative that we work with greater agility in future.

Public spending continues to be constrained and a continued focus on being more efficient and providing more value for money is the right way forward. Partner funding remains under pressure and we still need to achieve savings.

We know that our partners face similar choices and pressures. We want to be part of the collective thinking and response, for example on devolution and similar debates.

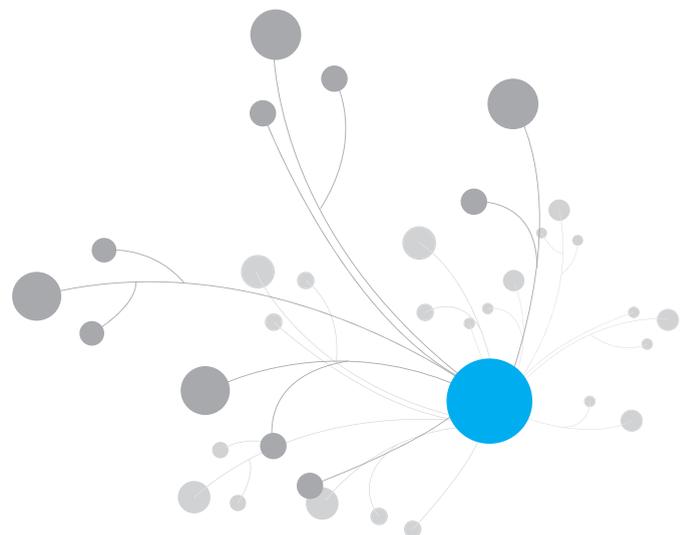
These issues have the potential to change the shape of policing and public services policing in Warwickshire and West Mercia for decades to come. They will, however, take time to work through and as they do we can't afford to stand still.

We are seeking to make ourselves as efficient and effective as we can possibly be right now and for the future.

We are undertaking the biggest infrastructure upgrade programme in decades. As part of this we are overhauling our ICT systems, including moving to a new

crime recording system which will simplify our processes and make it easier for us to work preventatively. We are also completely replacing our telecommunications system.

We want to bring our communities and every individual within our communities with us on this journey. Wherever possible we will include you in the conversation. We want to hear your views and to empower you to work more closely with us. In the 21st century, preventing crime is something we all have a responsibility for. As police, we lead the safeguarding and protection of our communities. But everyone has a part to play and we look forward to engaging with you as we deliver our vision and beyond.





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