



WEST MIDLANDS POLICE

Neighbourhood Policing Ambition

2023 - 2026



West Midlands
POLICE



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T. GRAY

BROOK FAP

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1. Introduction

As part of my desire for West Midlands Police to be recognised as an outstanding police service that is big enough to cope with everything that is asked of us and small enough to care about the things that really matter to people, I have set a vision for the force, which has three pillars.

- Building engaged communities
- Delivering a service that works for local people
- Being an employer of choice

At the heart of this is an operating model built on Local Policing Areas (LPAs). This enables us to build on the relationships we have with our communities and serve them better. Clear ownership, affinity and pride in

local teams helps us tackle criminality, prevent crime and keep people safe.

This enables us to deliver an effective and efficient service to the public which enshrines the principle of locally based policing. Fundamental to this is the continuing value that we, as a force, place on neighbourhood policing. Neighbourhood policing in West Midlands provides communities with teams of dedicated, local police officers and police community support officers. These teams listen to and work with the public, partners, voluntary groups and specialist force resources to protect local people and places.

Over the course of this strategy, and recognising society's complex and diverse

changing needs, we will continue to evolve our neighbourhood policing model to ensure we remain connected and engaged with our communities, that we continue to work with partners and the public to enhance community safety through problem solving and that we recognise and seek to minimise abstractions from our neighbourhood teams to ensure that they are able to target their efforts on the issues, places and people that cause the most harm and misery to our communities.



Craig Guildford QPM VR DL,
Chief Constable

2. Ambition

The wide-ranging work undertaken by the neighbourhood teams at West Midlands Police reflects the contribution we make to the communities we serve. Neighbourhood policing is defined by our ambition to:

- Deliver an outstanding neighbourhood police service for the people of the West Midlands
- Enhance community safety by working with our partners
- Improve public confidence and trust in the police
- Identify and deliver against local community policing priorities
- Manage and divert offenders and those at risk of offending
- Protect vulnerable people

Our ambition for neighbourhood policing is aligned to the National Police Chief Council's guidelines which have a core set of principles aimed at reducing crime.

NPCC

Neighbourhood Policing principles:

- Engaging communities
- Solving problems
- Targeting activities
- Developing and sharing learning
- Developing our people
- Building analytical capability
- Promoting the right culture



3. Principles

Principles help us facilitate our vision and strategic intent. Our operating principles are:

- Understanding what matters to our communities, involving local people in the problem-solving process, responding to diverse and changing needs of communities, and feeding back on action that has been taken
- Targeting policing activity towards people and places according to need (adapted to local conditions)
- Placing a strong emphasis on the provision of appropriate services to victims of crime that treats people fairly and with dignity and respect according to their individual needs
- Focusing on outcomes with clear accountability and committed leadership at all levels
- Building and maintaining capacity to implement effective crime prevention and investigation
- Collaborating with multiple stakeholders and drawing on their skills, experiences and responsibilities to address crimes
- Acknowledging the value of thinking analytically and utilising appropriate data and tools effectively in the development and implementation of robust evaluation and performance monitoring



4. Approach

At the heart of our approach to neighbourhood policing is our local policing model which is built on seven Local Policing Areas (LPAs). These provide a local, visible police service delivered in the heart of our diverse communities.

Each LPA is led by a Chief Superintendent who is answerable locally, having authority and control of resources to meet local needs most effectively. This means our investigations, response, offender management and neighbourhood policing come together under one local command.

Our approach will see an increased number of police officers across all areas of the region allowing neighbourhood teams to have appropriate resourcing levels to deliver policing locally and to focus on community problems.

- Wolverhampton Local Policing Area
- Walsall Local Policing Area
- Dudley Local Policing Area
- Sandwell Local Policing Area
- Birmingham Local Policing Area
- Solihull Local Policing Area
- Coventry Local Policing Area



5. Focus areas

Our Neighbourhood Policing strategy outlines our commitment to ensuring that neighbourhood policing is a fundamental part of operational policing within the West Midlands.

The seven guiding principles form the focus for our activities while allowing a flexibility to meet local requirements and needs.



Engaging communities

Effective engagement and consultation with our communities is essential to delivering effective local policing services. Providing a visible and accessible presence will help us understand what matters to our communities and improve our problem solving activities.

We will do this by:

- Having a clearly defined and transparent purpose
- Ensuring officers, staff and volunteers are responsible for a targeted visible presence in neighbourhoods, for supporting communities in becoming more active alongside us, and for providing feedback to communities
- Working effectively with partner organisations with particular focus on identifying communities and sharing engagement arrangements
- Providing tailored information about local crime and policing issues to communities through an appropriate and accessible range of channels
- Tailoring engagement to the needs and preferences of diverse communities
- Using regular engagement with local communities to identify local priorities and inform problem solving

Solving problems

By involving local people in the problem solving process, we will identify and respond to local priorities. Focusing on the root causes of a problem will enable us to deliver sustainable solutions that reduce crime and anti-social behaviour and address often long-term issues affecting communities. This means better outcomes for communities and reduced demand for our services.

We will do this by:

- Focusing on proactive prevention working alongside partners to implement a collaborative approach that includes sharing of data, analytical resources and response delivery
- Utilising a systematic problem-solving model such as SARA (Scanning, Analysis, Response, Assessment) to link actions with a detailed understanding of the problems within neighbourhoods
- Involving communities at each stage of the process
- Using evidence-based innovative responses to target the underlying causes of the problems with actions tailored to the local context
- Developing, implementing and ensuring attendance with training opportunities
- Monitoring the quality and impact of problem-solving activity
- Implementing a 'you said, we did' approach to priority resolution

Targeting activity

There are varying levels of vulnerability and criminal activity across neighbourhoods. Focused policing activity will be targeted towards the people and places according to the needs of communities (taking into account threat, risk, harm and vulnerability) to reduce crime and protect those most vulnerable in society.

We will do this by:

- Implementing a scanning and analysis approach that takes account of all relevant information (including public perceptions) to assist effective targeting of people and places incorporating effective offender management and disruption of organised crime groups
- Identifying the differing needs of communities
- Targeting activity at individuals that cause most harm and places that create the most demand
- Taking an evidence-based approach to target early interventions aimed at prevention
- Maximising visibility and deployment based on an understanding of patterns to ensure a sustainable patrol plan

Promoting the right culture

All encounters with the public should promote an organisational culture that encourages community participation in neighbourhood policing. Steps should be taken to ensure that all police contact with colleagues, partners and the public seeks to build trust and is consistent with procedural justice (requiring fair decision making and respectful treatment). When our communities trust the police, they are more likely to engage and help shape our service delivery.

We will do this by:

- Treating people fairly and with dignity and respect
- Giving people the chance to express their views, listening and taking them into account
- Making impartial decisions and being clear about how they were reached
- Being open and honest
- Protecting neighbourhood policing capacity to ensure delivery of a sustainable response to local issues
- Providing opportunities for the public to become part of the 'policing family' (incorporating the 'Citizens in Policing' programme)

Building analytical capability

Analytical capability is essential to the identification of the drivers which cause and maintain problems within our communities. Robust analytical capability will ensure problem-solving activities are based on a good understanding of the causes of problems and part of an evidence-based approach. Integration with our partners will enable us to work smarter and optimise benefits within a problem-solving approach.

We will do this by:

- Acknowledging the value of thinking analytically and accessing appropriate data and tools to carry out analysis
- Sharing data, analysis and practice within forces, across the service and with partners
- Enabling regular briefings informed by real-time data and a defined evidence base
- Ensuring an understanding of current and future demand to inform resource management and prioritisation decisions
- Ensuring connectivity between neighbourhood teams and specialist departments to ensure information is shared and diverse skills and experience add value to community-related policing issues
- Developing skill sets within the neighbourhood teams and the specialist policing and support services

Developing officers, staff and volunteers

Effective neighbourhood policing requires a developed skillset encompassing emotional awareness, communication, analytical and community development skills. Time and effort will be invested to improve the knowledge and skills of all those involved in neighbourhood policing.

We will do this by:

- Integrating training into routine practice to deliver greater impact through a programme of continuous professional development
- Implementing accessible and flexible training provision (including with partner organisations)
- Sharing learning across teams
- Incorporating self-reflection and learning into personal development reviews



Developing and sharing learning

Working closely with other agencies and organisations will enable development and learning opportunities to be identified and good practice to be shared in relation to approaches and threats. Our commitment is to equip our teams with what they need, when they need it.

We will do this by:

- Working with internal stakeholders, other forces and external partners to identify and share best practice (incorporating peer reviews)
- Supporting the development of a more evidence-based approach
- Developing understanding of costs and benefits of different approaches to inform resource investment decisions
- Utilising a range of appropriate channels to share information and increase visibility with communities



6. Governance and accountability

This strategy sets out the direction of the force for the period 2023-2026. This strategy will be reviewed annually following review of the Police and Crime Plan, delivery of the Force Management Statement, Force Control Strategy and force performance management framework.

We know what we need to achieve to help deliver effective neighbourhood policing and we are committed to this. This means having clear ambitions and objectives with clear accountability and responsibility for actions.

Effective governance is provided by a comprehensive governance structure with clarity of purpose and clear accountabilities.



7. Road Map 2023/24

“This roadmap outlines the key activities we will undertake over the 12 month period to enable us to deliver the neighbourhood policing strategy. This roadmap will be shared internally with partners, and with our communities to demonstrate the journey we will taking during the first year of our three year strategy and the activities they can expect to see. The roadmap provides a high level overview that will be underpinned by a comprehensive delivery plan which will support us through the implementation stage.

A subsequent road map will be developed for 2024/2025 to help guide us through the forthcoming phases of the strategy.”

Sept. 2023



LAUNCH

The service we provide to our local communities continues to improve but we recognise that there is a need for us to restate our commitment to neighbourhood policing through the launch of the WMP Neighbourhood Policing Ambition.

Oct' 23



DEFINE

Recognising the NPCC Neighbourhood Policing Principles, review exactly what we mean by 'neighbourhood policing' and define the core responsibilities of a 'neighbourhood policing officer' including activity deemed an 'abstraction' so this can be measured. We will also consult and engage with key stakeholders in particularly the public to understand their views to help shape activity.

Nov' 23



COMMUNICATE

The public are at the heart of our neighbourhood policing strategy and our officers and staff are key in executing its delivery. A communications strategy and plan will engage staff around the key priorities and deliverables to ensure we succeed in our aims.


Oct' 23



ASSESSMENT

In light of the new operating model, review how neighbourhood policing fits into the LPA structure. By celebrating the neighbourhood policing work already underway, review where we currently are against the strategic ambition and where we want to get too.

Dec' 23



LAUNCH OF NEIGHBOURHOOD STRATEGY

Dec' 23



POLICY

Develop and trial a neighbourhood abstraction policy to ensure abstractions of neighbourhood officers are minimised and tasking of neighbourhood policing teams is consistent across WMP in line with the principles of the strategy.

Jan' 24



DATA

Start measuring neighbourhood policing abstractions with the development of a Qlik app to gain insight into the type and frequency of abstractions influencing neighbourhood policing.


Feb' 24



REVIEW

Hold force focus groups that are locally delivered to gain insight into lived experiences of neighbourhood policing teams and stakeholders during the first 6 months since the strategy was launched.


Sept' 24



MEASURE

A Qlik app measuring officer visibility within communities will be released which will allow an articulation of community visibility and allows us to benchmark and contrast month on month as we continue to embed the full extent and benefits of the LPA model.


Dec' 23



PERFORMANCE

Embed the NPCC Neighbourhood Policing Performance Framework through the use of indicators and measures into existing performance structures to assist with the assessment of our neighbourhood policing provision.

Jan' 24



WORKFORCE

Review the workforce establishment of officers and PCSOs within neighbourhood policing teams to ensure they are fit for purpose.

March' 24

Sept. 2024



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