



# Changing how we operate

Operating model change programme 2023 –  
stakeholder briefing



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# 1

## Background to our change programme.

West Midlands Police are changing how we operate. On 3 April 2023, we are introducing a new local policing model.

This change is being made for a number of reasons. After a considerable period of austerity, which significantly reduced the number of police officers in the West Midlands, the national investment in 20,000 additional officers has led to some welcome growth locally. We have seen officer numbers increase by more than 1200 which, although still 1000 officers under our pre-austerity establishment, provides us with fresh opportunities to deliver improved services to the public.

In recent years we have also experienced sustained financial pressure driven by a combination of budget cuts and the second worst precepting position in policing. The current inflationary pressures mean that, like our partners in the public sector, we must continue to recalibrate how we operate to meet current and future policing demand. This includes a broadening mission and the shifting nature of crime, with additional demand and complexity in areas such as call handling, neighbourhood crime, domestic abuse and vulnerability, cyber and digital.

This mission will be delivered against the backdrop of further financial pressures, which requires the effective use of police spending to maximise value for money and drive an affordable and scalable policing model. These challenges are more acute in the West Midlands region which experiences sustained pressure on public services, many acute levels of deprivation, and one of the youngest and most diverse communities in the UK.

Against this challenging backdrop, we are changing how we operate to implement a new local policing model. This is a crucial building block in protecting the vulnerable, pursuing those who cause communities so much angst and improving the overall service that West Midlands Police provide to the people we serve.

It will also enable us to deliver the Police and Crime Commissioner's Police and Crime Plan which has a strong focus on rebuilding local neighbourhood policing. The new local policing model will strengthen the local bonds between public and the police, improving our ability to solve local issues proactively in partnership whilst delivering justice and keeping people safe across the West Midlands.

# 2

## 2. A new mission, vision and values

Our new local policing model will help us to achieve our vision of being recognised as a police service that is big enough to cope with everything that is asked of us, whilst showing we are small enough to care about the things that really matter to our communities.

This vision is built on three strategic pillars:

- **A service that works for local people**
- **Engaged communities**
- **Employer of choice**

We will achieve each of these goals to enable us fulfil our mission of **'Working in partnership, making communities safer'**.

Effective policing is built upon public trust and confidence which depends on officers and staff that serve the public with integrity, professionalism, compassion and fairness to earn that trust and confidence. Our WMP Values work alongside the Policing Code of Ethics to support an ethical policing culture which demonstrates professionalism throughout the organisation.



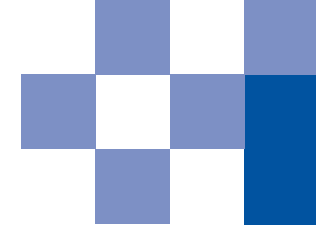
**Service**

**Integrity**

**Compassion**

**Professionalism**

**Equality, diversity & human rights**



## A new local policing model

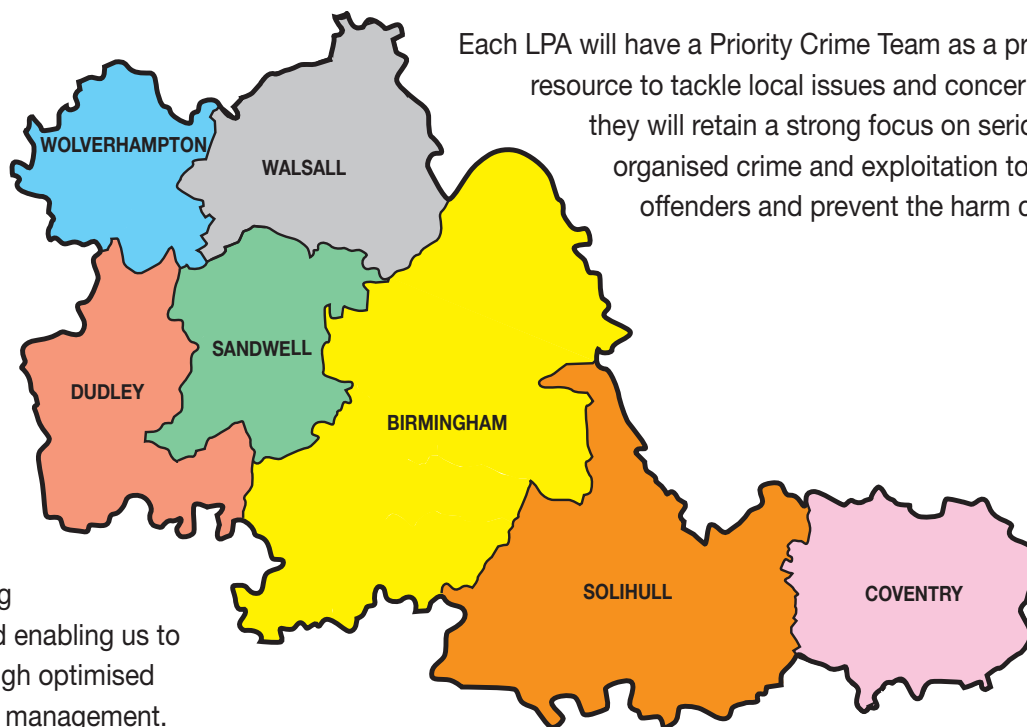
The new local policing model is built on seven new Local Policing Areas (LPA) which will provide a local, visible police service, delivered in the heart of our diverse communities. These are:

- Birmingham Local Policing Area – which brings together the Birmingham East and West NPU's
- Coventry Local Policing Area
- Dudley Local Policing Area
- Sandwell Local Policing Area
- Solihull Local Policing Area
- Walsall Local Policing Area
- Wolverhampton Local Policing Area

Each LPA Commander will be a Chief Superintendent who is answerable locally, having authority and control of resources to meet local needs most effectively. This means that investigations, response, offender management and neighbourhood policing come together under one local command enabling us to meet the needs of the public better through optimised contact, resource allocation and incident management.

We want this new way of delivering local policing to make local areas safer, by making more arrests for violent crime, especially for domestic abuse. We will also be able to work more effectively with our partners, local businesses, and other agencies to reduce crime and disorder and make the streets safer.

Each LPA will have a Priority Crime Team as a proactive resource to tackle local issues and concerns and they will retain a strong focus on serious and organised crime and exploitation to tackle offenders and prevent the harm caused.



# A service that works for local people

## Local focus and priorities

Our new local model will help us get better at listening to communities and working with them to act on the issues they tell us matter to them.

People can expect to see more officers spending more time in their local community, understanding and preventing local problems and tackling the acquisitive and violent crime which has the greatest day to day impact on our communities.

This will build on our renewed investigative focus on key crimes including burglary, robbery, vehicle crime and domestic abuse which is already delivering results, with both the highest monthly arrest rate and highest positive outcome rate in recent years.

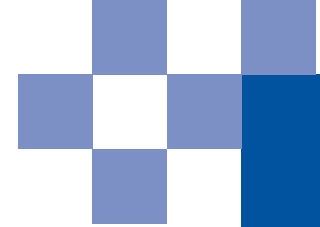
The force will shortly be opening two new custody suites as our arrest and investigative capacity grows to increase service.

## Specialist capabilities

Despite all of the challenges, the service is better than it has ever been at identifying threat, harm, risk and vulnerability and handling serious crime and complex investigations.

Our specialist capabilities and teams including Operations, Intelligence, Force Criminal Investigations Department and Public Protection Unit (PPU) will be an important part of the new model. This will ensure that we are 'big enough to cope' with everything that is asked of us and perform to consistently high standards.

We also remain focused on transforming our response to investigating domestic abuse (DA) and rape and serious sexual offences to provide the best outcomes for victims.



# A service that works for local people

## Investing in Force Contact

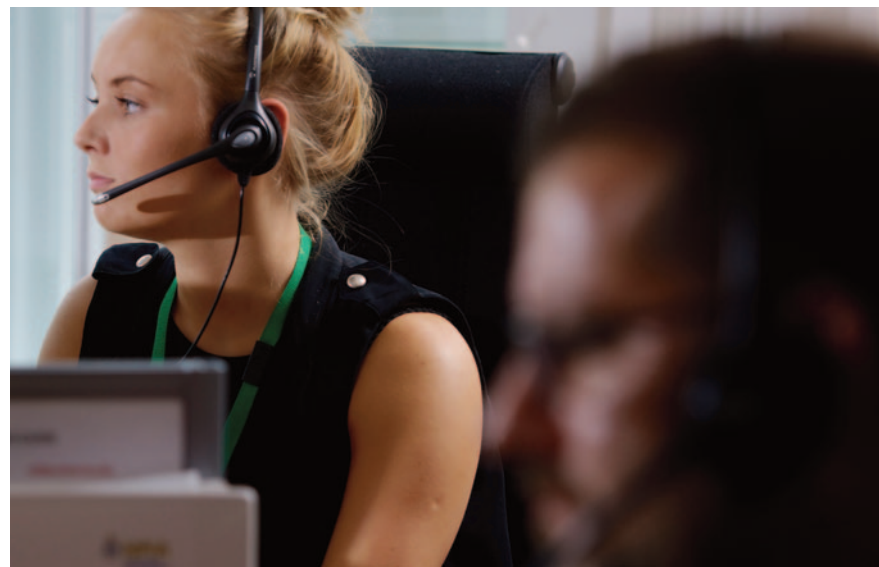
We are making a significant investment in Force Contact and from April onwards the staff establishment will grow to ensure we offer the right service to the people who call us. Options are also being explored to improve resilience and the working environment between teams.

We are already seeing a sustained improvement in performance for emergency call handling which has seen the force transition to the top quartile when compared nationally. The planned changes will help us to achieve improvements in non-emergency call contact handling.



## Improving visibility

To support this ongoing drive for performance improvement we continue to explore opportunities to adapt our estate to ensure we remain accessible and visible in our communities. This does not mean operating in isolation from many large old buildings that are no longer fit for modern policing, but it does mean remaining in local buildings, being visible and there for people when they need us. Investment, refurbishment and enhancement of some existing buildings as well as opportunities to down-size and to co-locate with other partners will ensure our estates programme helps deliver efficiencies whilst augmenting visibility and maintaining access for the public.



# 5

## Building engaged communities

Engaged communities are the key to building trust, public confidence and legitimacy. Our new local policing model will help us to get better at listening to the diverse communities across the West Midlands to understand their issues and work with them to act on the areas they tell us matter to them.

Ongoing investment in neighbourhood policing will drive problem solving around local issues to reduce crime and harm. We can't do this alone though. We will continue to work collaboratively with our partners, businesses and other agencies to make the best use of our shared resources and to invest in long term prevention for the benefit of the communities we serve.

We will be transparent and accountable to communities about what we are doing and why, and we will continue to be open to scrutiny of the use of police powers.





# 6

## Employer of choice

West Midlands Police continue to thrive on the outstanding work of our officers and staff. The new model will prioritise investment in our front-line police officers and staff because they are the ones that keep people and communities safe.

As a major regional employer we will continue to creatively attract and develop local talent from across the West Midlands, including its schools, colleges and universities to create jobs for local people.

We will place a renewed focus on ensuring the force is representative of our local communities so we have the skills, cultural awareness and talents we need to serve the public as criminality changes and adapts across communities. This will mean investing in staff, their training, development, mobility, agility and providing supportive opportunities during a cost of living crisis.



Changing how we operate

# Contact us

we're here to help

If you need our help we're here for you online and over the phone:

 ask us a question on our website

 speak to us on live chat

 call us on 101

You can follow us on:   

 Sign up to WMNow and keep up-to-date with your local police



**Working in partnership, making communities safer**  
[www.west-midlands.police.uk](http://www.west-midlands.police.uk)