



**West Mercia
Police Authority**

Police Re-structuring in England and Wales

Presentation to Herefordshire Council 4 November 2005
by
Chief Constable Paul West



The Present Policing Landscape



- 43 Forces
- 141,000 Police Officers
- 79,000 Police Staff
- Police Officer numbers:
 - <1,000 1 Force
 - 1,001-2,000 18 Forces
 - 2,001-3,000 8 Forces
 - 3,001-4,000 9 Forces
 - 4,001-5,000 3 Forces
 - 5,001-6,000 1 Force
 - 8,001-9,000 2 Forces
 - 31,001-32,000 MPS



HMIC Report: "Closing the Gap"

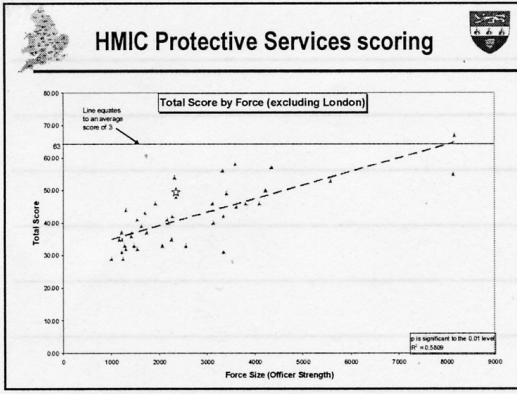


- Published 16 September 2005
- Examines the police service's capacity and capability to deliver "Protective Services"
- Identifies a gap between supply and demand
- Concludes that the current 43 force structure is no longer "fit for purpose"
- Offers a variety of future options
- Concludes that bigger (strategic) forces are better able to deliver protective services
- Considers that bigger (strategic) forces offer significant savings in organisational support costs

Protective Services - Definition

- Major Crime (homicide)
- Serious, Organised and Cross Border Crime
- Counter Terrorism and Extremism
- Civil Contingencies
- Critical Incidents
- Public Order
- Strategic Roads Policing

Source: Closing the Gap



Future Options Proposed by HMIC

- Operational Collaboration
- Lead Forces (either Regionally or Nationally)
- Federated Structures
- Strategic (larger) forces
- Home Secretary's guidance:-
 - Of sufficient size to achieve critical mass (4000 officers or 6000 total staff)
 - No splitting of existing forces
 - Within Regional Government Office boundaries
- Strong case required to depart from guidance



Extract from Home Secretary's letter



- *"I am clear that any proposals put to me by the end of the year must be ones that design in capacity and resilience to deliver, through an integrated framework, both protective services and neighbourhood policing to national standards and in the quickest possible timescales."*

▪ Home Secretary's letter of 22 September 2005

Home Secretary's Letter



Local (Neighbourhood) Policing



- **West Mercia Principles:**
- Named and identifiable Local Police Officers and Community Support Officers
- Resilient teams with dedicated supervisors and generalist and specialist support
- Clear links to other public and voluntary sector agencies (eg: Local/Unitary Authorities, Housing Associations, etc.)
- Primary and Secondary schools viewed as integral features of local communities

Strategic Options Considered




Local (Neighbourhood) Policing




- **West Mercia Plans:**
- Built upon Electoral Ward boundaries
- Hierarchy of resourcing according to need and demand
- Formal links to locally elected councillors
- Most challenging Wards will receive dedicated local police officer plus CSO and other support
- Partner match funding will secure extra CSOs
- Community venues sought as local policing bases

Re-structuring Specialist Options




Home Secretary's Design Criteria




- Size (indicative figure - minimum 4000 officers or 6000 total staff)
- Mix of capability and reduction in risk
- Criminal Markets - cross-border criminality
- Geography
- Co-terminosity - within existing regional boundaries
- Identity - historical or regional
- Clarity of command and control and accountability
- Performance - are risks minimised?
- Costs and efficiency

Extract from Home Secretary's letter




Strategic Options Considered




- West Mercia Strategic Police Service
- Strategic Regional Force
- Merger with Staffordshire
- Merger with Staffordshire and Warwickshire
- Merger with Gloucestershire

Local (Neighbourhood) Policing



Re-structuring Shortlist Options



- ▣ West Mercia Strategic Police Service
- ▣ Strategic Regional Force
- ☒ Merger with Staffordshire
- ☒ Merger with Staffordshire and Warwickshire
- ☒ Merger with Gloucestershire

Local (Neighbourhood) Policing

West Mercia Strategic Police Service

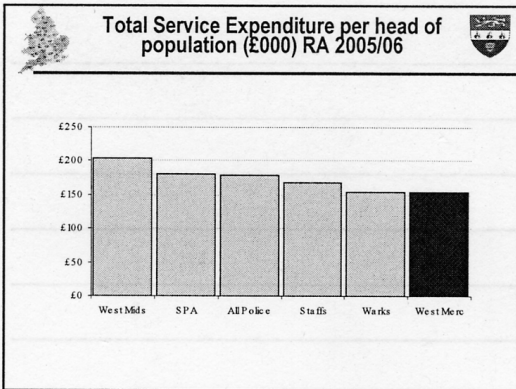
West Mercia Current Performance (1)

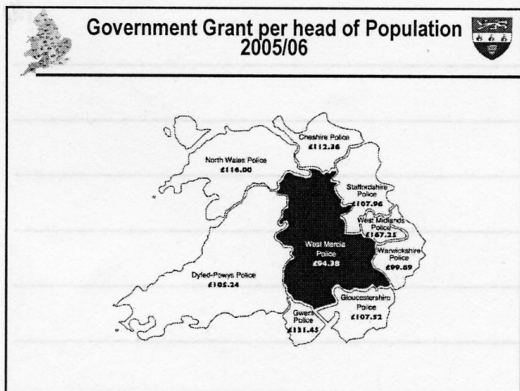
- HMIC Baseline Assessment - 26 activity categories
 - 3 Excellent, 19 Good, 4 Fair
 - Every category either improved or stable
- Policing Performance Assessment Framework - 7 domains
 - 2 Excellent, 5 Good
 - Every domain either improved or stable
- Best combined assessment in England and Wales

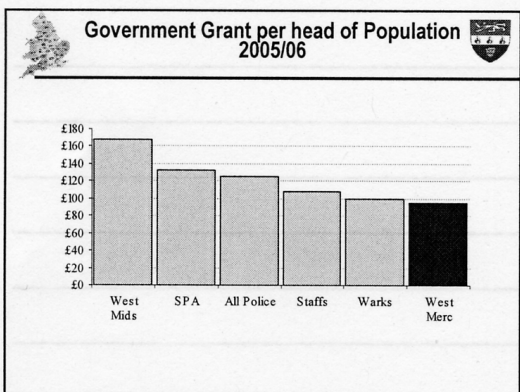
West Mercia Current Performance (2)

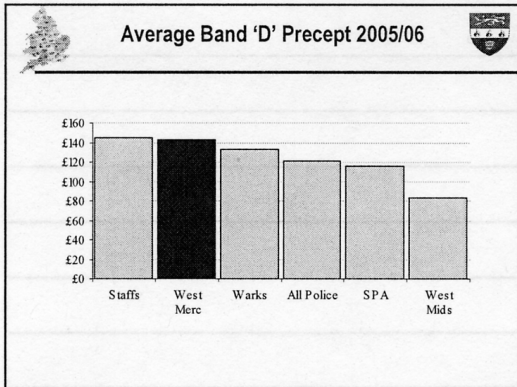
- HMIC Baseline Assessment
- Categories that broadly relate to 'Closing the Gap' Protective Services:

■ Investigating Major and Serious Crime	Good
■ Tackling Level 2 criminality	Good
■ Reducing Hate Crime	Good
■ Providing Specialist Operational Support	Good
■ Roads policing	Good
■ National Intelligence Model	Good
■ Leadership	Excellent

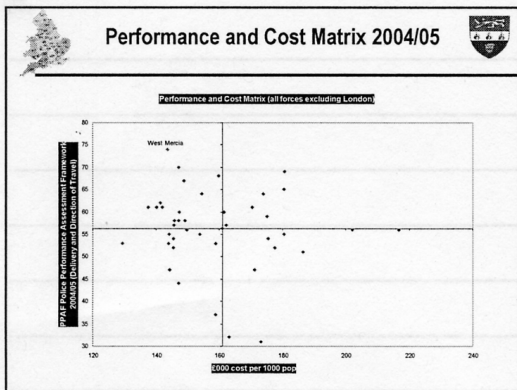




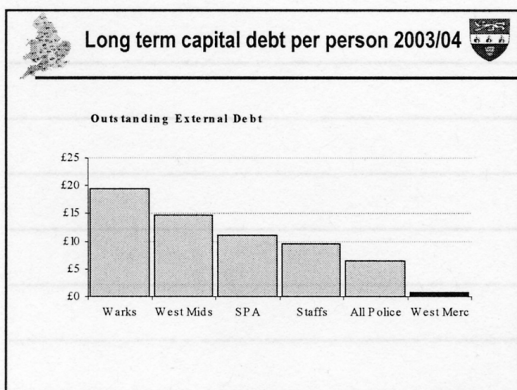






West Merc Strategic Summary



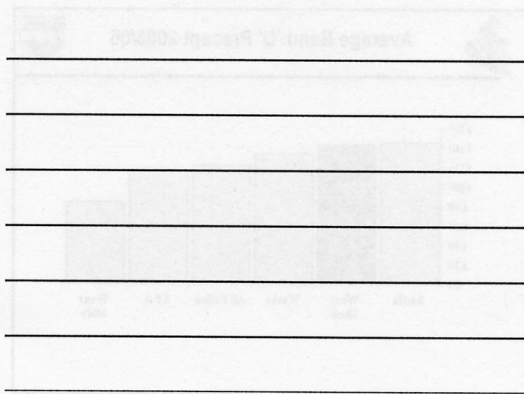
West Merc Strategic Police Service





West Merc Strategic Police Service

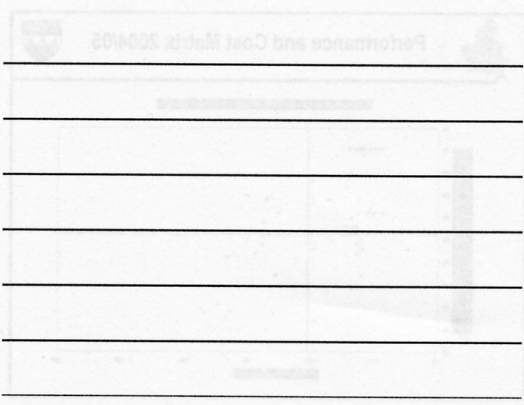
 **West Mercia Performance Summarised** 



- Best combined local policing, protective services and overall organisational leadership performance in England and Wales at present
- Third lowest (2005/06) expenditure per head of population, largely due to consistent Central Government underfunding
- Virtually debt free
- Significant contributor towards regional, national and international policing operations and events



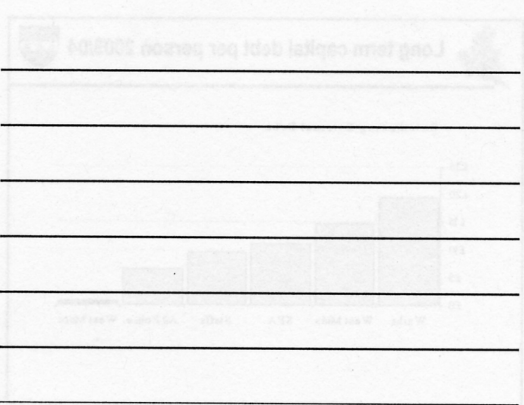
 **West Mercia Strategic Police Service** 

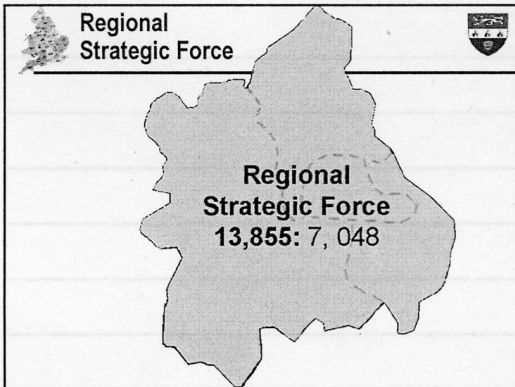
- Highest scoring using Home Office assessment matrix
- Existing West Mercia is already a top performing Force
- Incorporates 3 Counties and a Unitary Authority already
- Protective Services ranked highly in HMIC Report
- but
- Significant further investment in Protective Services capacity essential for this option
- Will require continuing operational collaboration with neighbouring forces in Region
- Does not meet Home Office design criterion on numbers



 **West Mercia Strategic Police Service** 

- Maintains existing governance and local accountability arrangements
- Maintains momentum and drive for performance excellence and senior management focus on delivery
- Maintains existing culture and policing style
- Avoids overstretch due to excessive geographic size
- Avoids initial restructuring costs
- but
- Limits potential efficiency savings gained through amalgamation
- How far is it "future-proofed"?





Regional Strategic Force

Regional Strategic Force


Police Officers*	13,855
Police Staff*	7,048
Population	5.3m
Policing Divisions (BCUs)	32
CDRPs	34
Budget	£909m
Precept	?
Counties/Unitary Authorities	14
Members of Parliament	59
	17 Con 37 Lab 3 Lib Dem 2 Other

* As at 31/05/2005


Extracts from Home Secretary's letter

- Regional Strategic Force**
- Meets all Home Office design criteria
 - Matches Regional Government Office boundary
 - Good match to West Midlands-based criminal markets
 - Simplifies operational collaboration arrangements
 - but
 - May be too big, both geographically and numerically, to manage effectively
 - An untested model in the British policing context
 - Raises governance and representational issues
 - May result in the redirection of resources towards the urban centre


Next Steps




Regional Strategic Force



- Over time will maximise available economy of scale cost savings
- Generates much greater capacity to deal with major incidents and large scale enquiries
- Supported by other forces in Region
- Scored highly using Home Office Assessment Matrix
- but
- Would be disruptive in the short to medium term
- Start-up costs may be substantial
- Raises precepting and Council Tax issues
- A major organisational and cultural change and something of a "leap of faith"




Extracts from Home Secretary's letter




- *"During November I would want you to conduct further critical analysis of the short listed options so that by the end of that month you are in a position to submit preliminary recommendations which can then be refined and finalised for incorporation in a final report to be submitted to me by 23 December."*

▪ Home Secretary's letter of 22 September 2005



Next Steps



- Consultation during November
 - Meetings, Survey, Web Site, Written submissions
- PA select preferred option - 29 November
 - in light of -
 - Survey results
 - Written submissions received
 - Community responses
 - Detailed technical and financial analysis of options
- Final preferred option report - 13 December
 - to be agreed by Police Authority
