

Her Majesty's Inspectorate of Constabulary



Baseline Assessment Warwickshire Police

October 2005

Warwickshire Police - Baseline Assessment
October 2005

ISBN 1-84473-714-4

CROWN COPYRIGHT

FIRST PUBLISHED 2005

Contents

Introduction to Baseline Assessment

Force Overview and Context

Findings

Summary of Judgements

- 1 Citizen Focus (Domain A)**
 - Fairness and Equality
 - Neighbourhood Policing and Community Engagement
 - Customer Service and Accessibility
 - Professional Standards
- 2 Reducing Crime (Domain 1)**
 - Reducing Hate Crime and Crimes against Vulnerable Victims
 - Volume Crime Reduction
 - Working with Partners to Reduce Crime
- 3 Investigating Crime (Domain 2)**
 - Investigating Major and Serious Crime
 - Tackling Level 2 Criminality
 - Investigating Hate Crime and Crimes against Vulnerable Victims
 - Volume Crime Investigation
 - Forensic Management
 - Criminal Justice Processes
- 4 Promoting Safety (Domain 3)**
 - Reassurance
 - Reducing Anti-Social Behaviour and Promoting Public Safety
- 5 Providing Assistance (Domain 4)**
 - Call Management
 - Providing Specialist Operational Support
 - Roads Policing
- 6 Resource Use (Domain B)**
 - Human Resource Management
 - Training and Development
 - Race and Diversity
 - Resource Management
 - Science and Technology Management
 - National Intelligence Model
- 7 Leadership and Direction**
 - Leadership
 - Strategic Management
 - Performance Management and Continuous Improvement

Appendix 1 Performance Tables

Appendix 2 Glossary

Introduction to Baseline Assessment

This report is the outcome of HMIC's assessment of Warwickshire Police's performance during 2004/05, measuring, where appropriate, the force's progress since the initial baseline assessment published in June 2004, and, where such comparison has not been feasible, gauging performance against agreed standards and known good practice.

Baseline assessment has been developed by HMIC to reflect a dynamic performance environment in which the Police Reform Act and the Policing Performance Assessment Framework (PPAF) have had a significant impact. Baseline assessment makes considerable use of self-assessment and grading criteria to produce one of four delivery grades – *Excellent, Good, Fair* or *Poor* – across a broad range of policing activities. In many cases, a 'direction of travel' grade – *Improved, Stable* or *Deteriorated* – is also noted. Baseline assessment is a diagnostic assessment that generates a tailored programme of inspection activity for each force – ie, future inspection activity will be intelligence-led and will reflect the overall performance of the force.

A number of changes were made to the evidence-gathering frameworks for 2004/05, but the core of the assessment is intact. The changes have:

- absorbed some less substantive issues such as prisoner handling into more comprehensive frameworks;
- enhanced coverage of citizen focus/neighbourhood policing issues; and
- differentiated internal diversity issues such as recruitment from outward-facing service quality and fairness policies.

In 2003/04 we used generic criteria to underpin the various grades, but, with the help of Association of Chief Police Officer (ACPO) business area leads and expert practitioners, specific grading criteria were developed to ensure a more reliable and robust approach to grading this year. Last year's gradings sought to reflect and give credit for improvement – and the converse for declining trends – whereas in 2004/05 the delivery grade is essentially a comparison with peers and performance over time is denoted by the direction of travel grade. Where the framework has changed significantly from last year, as is the case with the two diversity frameworks, it is inappropriate to denote the direction of travel. These frameworks will have a direction of travel assessment in future years. Professional Standards is the subject of a full inspection in all 43 forces in autumn 2005 and therefore has not been graded in this report.

Forces and authorities will be aware of work led by HM Inspector Denis O'Connor, in response to a commission from the Home Secretary to advise him on structural issues, which reviewed forces' capability to deliver 'protective services'. These reviews overlapped with baseline assessments in several areas, notably Tackling Level 2 Criminality and Major Crime Investigation, and HMI determined that the baseline grade should reflect the full body of evidence available. In other areas, such as implementation of the National Intelligence Model (NIM), HMIC is working closely with colleagues in the National Centre for Policing Excellence to arrive at consistent assessments of performance.

The delivery grades for each activity are derived from a combination of objective, quantitative evidence and qualitative assessments that seek to contextualise performance. Judgements are based on available evidence of performance in the year 2004/05, but unfortunately, in a small number of areas, end-of-year data was not available

*Warwickshire Police - Baseline Assessment
October 2005*

at the point (mid-September) when gradings had to be finalised. The main activities affected are Criminal Justice (absence of COMPASS data on file quality, etc) and Fairness and Equality, where information on stop and search activity is not available. In these cases, the most up-to-date information available is used.

The baseline assessment reports for each force will be publicly available on HMIC's website but, for the first time, the summary results (ie, the delivery gradings and direction of travel gradings) will be combined with forces' results against statutory performance indicators (SPIs) to produce a combined assessment. This combined assessment shows performance for each baseline framework and SPI, then combines the results to produce a headline grading for each of the seven domains in the PPAF. So, for example, performance for the Reducing Crime domain might be expressed as *Good* and *Improved*.

The Local Policing domain is intended to show the impact of deploying police resources to meet local (either force or basic command unit (BCU)-level) priorities. HMIC will assess whether these priorities have been derived appropriately and will gauge success in meeting the relevant objectives. Until the Association of Police Authorities has issued guidance to ensure consistent and robust methods of setting local priorities, an interim approach has been agreed. The tripartite PPAF Steering Group has therefore agreed that, for this year and for 2005/06, the Local Policing domain will consist of HMIC's Neighbourhood Policing framework and SPI 1c – the British Crime Survey-based measure of confidence in the force concerned.

The police service is committed to continuous improvement in the quality of services it delivers to local communities. HMIC shares this commitment and sees its activities as a catalyst for improvement. The response of individual forces to last year's assessment has been highly commendable, and tangible improvement is evident in areas such as call handling and volume crime reduction. But because the comparison in performance terms is with the force's peers (using the most similar force (MSF) groupings), it is possible to improve over time and yet still receive a *Fair* or even *Poor* grade. This is notable in the grades for volume crime reduction and reflects the fact that expectations on forces are high, and that the performance of similar forces is the benchmark. Increasingly, the service is setting itself – or is being set by Ministers – demanding targets for the quality of services it provides; wherever such standards and targets have been set, HMIC will inspect against them.

The Future Development and Application of Baseline Assessment

As the name implies, this assessment represents a baseline against which the force's future performance will be gauged. Using NIM-type risk assessment, HMIC will use the results set out in this report to shape the extent and nature of inspection activity in the coming year. A number of forces will benefit from 'inspection breaks', with only a light-touch validation of their self-assessment in 2006 and an HMI-led assessment of leadership and corporate governance.

While seeking to minimise changes to the structure and content of the baseline frameworks, we will take expert advice on how to tighten them and make them absolutely 'fit for purpose'. Incorporating some of the 'protective services' issues is an important development. An ACPO lead has been identified for each framework area and will have a key role in agreeing the content and specific grading criteria (SGC), and will subsequently be involved in moderating the gradings in summer 2006. The revised frameworks and SGC will be issued together by December 2005.

*Warwickshire Police - Baseline Assessment
October 2005*

Conclusion

This assessment is the result of on-site work conducted by HMIC staff officers, on behalf of HM Inspector Mr Denis O'Connor, CBE, QPM, in spring 2005. It takes account of a wide range of documentary evidence, structured interviews at headquarters and in BCUs, and the results of consultation with many of the force's partner agencies and other stakeholders. Performance data has been examined to identify recent trends and to make comparisons with other forces using financial year performance data.

The following forces have been identified as being most similar to Warwickshire in terms of demography, policing environment and other socioeconomic factors: Cheshire, Cambridgeshire, Northamptonshire, Wiltshire, West Mercia, Kent and Essex. When making comparisons in this report, the average performance in this group, known as the most similar force (MSF) group, will be used.

HM Inspector wishes to thank the members of the force and police authority for their assistance in supplying information, conducting self-assessment and setting aside time to speak to HMIC staff. The assessment would not have been possible without their assistance and contribution.

Warwickshire Police - Baseline Assessment
October 2005

Baseline Assessment 2005 Frameworks			
1 Citizen Focus (PPAF domain A)			
1A Fairness and Equality <ul style="list-style-type: none"> • Equality of service delivery • Community cohesion • Engaging with minority groups 	1B Neighbourhood Policing and Community Engagement <ul style="list-style-type: none"> • Effective mechanisms for obtaining community views • Responding to local priorities • Effective interventions and problem solving with partners and communities • Community involvement with police 	1C Customer Service and Accessibility <ul style="list-style-type: none"> • Quality of service to victims and witnesses • Customer care • Responding to customer needs • Accessibility of policing services 	1D Professional Standards <ul style="list-style-type: none"> • Investigation of public complaints • Improving professional standards • Combating corruption and promoting ethical behaviour • Reducing complaints and learning lessons
2 Reducing Crime (PPAF domain 1)			
2A Reducing Hate Crime and Crimes against Vulnerable Victims <ul style="list-style-type: none"> • Partnerships on child protection, reducing race crime, domestic violence (DV) and homophobic crime • Performance in reducing these crimes • Multi-agency police protection arrangements (MAPPA) and sex offenders 	2B Volume Crime Reduction <ul style="list-style-type: none"> • Crime strategy • Performance in reducing volume crime • Problem solving • National Crime Recording Standard (NCRS) compliance 	2C Working with Partners to Reduce Crime <ul style="list-style-type: none"> • Basic command unit (BCU) support for crime and disorder reduction partnerships (CDRPs) • Drugs prevention/harm reduction • CDRP crime reduction performance 	
3 Investigating Crime (PPAF domain 2)			
3A Investigating Major and Serious Crime <ul style="list-style-type: none"> • Detection rates for murder, rape and other serious crime • Integration with overall crime strategy • Compliance with Association of Chief Police Officers (ACPO) murder manual • Early identification of critical incidents that may escalate into major inquiries 	3B Tackling Level 2 Criminality <ul style="list-style-type: none"> • Crime that crosses BCU and/or force boundaries • Support for regional intelligence and operations • Asset recovery (Proceeds of Crime Act (POCA)) • Effective targeted operations • Quality packages to National Criminal Intelligence Service (NCIS) 	3C Investigating Hate Crime and Crimes against Vulnerable Victims <ul style="list-style-type: none"> • Investigation/detection of child abuse, race crime, DV and homophobic crime • Integration with overall crime strategy • Joint training (eg with social workers) and investigation 	
3D Volume Crime Investigation <ul style="list-style-type: none"> • Crime strategy • Crime recording • Investigative skills, eg interviewing • Automatic number plate recognition (ANPR) • Detection performance 	3E Forensic Management <ul style="list-style-type: none"> • Specialist scientific support • Use of National Automated Fingerprint Identification System (NAFIS), DNA, etc • Integrated management of processes • Performance in forensic identification and detection 	3F Criminal Justice Processes <ul style="list-style-type: none"> • Quality and timeliness of case files • Custody management/prisoner handling • Youth justice • Police National Computer (PNC) compliance 	

Warwickshire Police - Baseline Assessment
October 2005

4 Promoting Safety (PPAF domain 3)		
4A Reassurance <ul style="list-style-type: none"> Operational activity to reassure communities Use of media to market success Uniformed patrol and visibility Extended police family Performance in reducing fear of crime 	4B Reducing Anti-Social Behaviour (ASB) and Promoting Public Safety <ul style="list-style-type: none"> Non-crime activities of CDRPs and other partnerships Use of ASB legislation, tools, etc Road safety partnerships Emergency planning 	
5 Providing Assistance (PPAF domain 4)		
5A Call Management <ul style="list-style-type: none"> All aspects of call handling and call management Initial incident response Early identification of critical incidents Performance in answering and responding to public calls 	5B Providing Specialist Operational Support <ul style="list-style-type: none"> Management of central operational support Police use of firearms Capability for policing major events/incidents 	5C Roads Policing <ul style="list-style-type: none"> Effectiveness of arrangements for roads policing Integration/support for other operational activity
6 Resource Use (PPAF domain B)		
6A Human Resource (HR) Management <ul style="list-style-type: none"> HR strategy and costed plan Key HR issues not covered in 6B or 6C Health and safety Performance in key HR indicators 	6B Training and Development <ul style="list-style-type: none"> Costed training strategy and delivery plan Key training and development issues 	6C Race and Diversity <ul style="list-style-type: none"> Action to promote fairness in relation to race, gender, faith, age, sexual orientation and disability Performance in meeting key targets
6D Resource Management <ul style="list-style-type: none"> Resource availability Effective use of resources to support front-line activity Devolved budgets Finance, estates, procurement and fleet management functions 	6E Science and Technology Management <ul style="list-style-type: none"> Information systems/ information technology (IS/IT) strategy and its implementation Programme and project management Customer service Adequacy of key systems Business continuity/disaster recovery 	6F National Intelligence Model (NIM) <ul style="list-style-type: none"> Extent to which structures, processes and products meet NIM standards Integration of NIM with force planning and performance management Use of community intelligence Application of NIM to non-crime areas
7 Leadership and Direction		
7A Leadership <ul style="list-style-type: none"> Extent to which the chief officer team is visible and dynamic, sets and upholds a vision, values and standards, promotes a learning culture, and sustains a well-motivated workforce Effectiveness of succession planning Promotion of corporacy 	7B Strategic Management <ul style="list-style-type: none"> Integrated strategic planning framework External communication/ consultation Relationship with local police authority (PA) Police reform implementation Internal communication/ consultation Programme and project management Management of reputation/ public expectations 	7C Performance Management and Continuous Improvement <ul style="list-style-type: none"> Effective performance management structures and processes at all levels Quality and timeliness of performance/management information Internal inspection/audit/quality assurance (QA) systems Effectiveness of joint force/PA best value reviews (BVRs)

Force Overview and Context

Warwickshire is a small county in the West Midlands, with a population of just over 519,000. Its economy is heavily influenced by manufacturing, which is complemented by a rapidly growing service sector. Businesses have benefited from an improved transport infrastructure with good rail links and easy access to the motorway network. Average household incomes in Warwickshire are higher than regional and national averages – however, there are also significant pockets of deprivation across the county. The county's largest town is Nuneaton (population 78,000), followed by Rugby (61,000) and Leamington (45,000). Warwickshire's population is predominantly of the white ethnic group. There are, however, a significant number of Indian and black Caribbean groups – with Warwick, Nuneaton & Bedworth and Rugby districts being the most ethnically diverse. Local government is administered through Warwickshire County Council and five district or borough councils.

Force headquarters (HQ) is located on the outskirts of the town of Kenilworth, which forms part of the southern basic command unit (BCU). The force has two BCUs, the other being located in the north of the county. These BCUs are known locally as areas – each area being commanded by a chief superintendent and subdivided into sectors, which have coterminous boundaries with the local authority districts. The sectors have a clear remit to deliver an effective service to the communities they serve as well as contributing to the corporate goals of the force.

The Association of Chief Police Officers' (ACPO) team is based at force HQ and comprises the Chief Constable, deputy chief constable (DCC), assistant chief constable (special operations) (ACC (SO)), assistant chief constable (territorial operations) (ACC (TO)) and the director of finance. The Chief Constable, John Burbeck, has been in post for four years. There is a new police authority (PA) chair, who has been a member of the PA for two years and has a wealth of experience in the public service.

In terms of resources, as at 31 March 2005 the force consisted of 1,011 police officers, 590 police staff, 4 traffic wardens, 56 police community support officers (PCSOs) and 190 police special constables. The PA has agreed spending plans totalling £90.8 million in 2005/06, comprising £77.2 million in revenue and £13.6 million in capital. Revenue expenditure reflects the policing priorities and the capital expenditure reflects the continued investment in police station properties and in information technology (IT), with investments in single point of contact computing for criminal justice agencies.

Warwickshire Police - Baseline Assessment
October 2005

Summary of Judgements	Grade	Direction of Travel
1 Citizen Focus		
1A Fairness and Equality	Good	
1B Neighbourhood Policing and Community Engagement	Fair	Stable
1C Customer Service and Accessibility	Fair	Stable
1D Professional Standards		
2 Reducing Crime		
2A Reducing Hate Crime and Crimes against Vulnerable Victims	Fair	Stable
2B Volume Crime Reduction	Fair	Improved
2C Working with Partners to Reduce Crime	Good	Stable
3 Investigating Crime		
3A Investigating Major and Serious Crime	Fair	
3B Tackling Level 2 Criminality	Poor	
3C Investigating Hate Crime and Crimes against Vulnerable Victims	Fair	Stable
3D Volume Crime Investigation	Good	Improved
3E Forensic Management	Fair	Stable
3F Criminal Justice Processes	Good	Improved
4 Promoting Safety		
4A Reassurance	Good	Stable
4B Reducing Anti-Social Behaviour and Promoting Public Safety	Fair	Stable
5 Providing Assistance		
5A Call Management	Fair	Improved
5B Providing Specialist Operational Support	Fair	Stable
5C Roads Policing	Good	Stable
6 Resource Use		
6A Human Resource Management	Good	Stable
6B Training and Development	Poor	Improving
6C Race and Diversity	Good	
6D Resource Management	Fair	Stable
6E Science and Technology Management	Fair	Stable
6F National Intelligence Model	Fair	Stable
7 Leadership and Direction		
7A Leadership	Good	
7B Strategic Management	Good	Stable
7C Performance Management and Continuous Improvement	Fair	Stable

1 Citizen Focus (Domain A)

Warwickshire Police is committed to delivering services to the community in a fair and equal manner, with the diversity development committee (DDC) providing an appropriate structure for delivery of the force diversity strategy. A race and religion panel has been developed to provide independent advice on diversity matters and consultative arrangements with other diverse communities are developing. The force has launched a number of neighbourhood-policing pilot schemes and early indications are that these are proving successful and popular in the areas in which they are sited. While the establishment of these pilots is encouraging, more work is necessary to mainstream neighbourhood policing throughout the force area. The Citizen Focus programme deals with all elements of customer care, this being recognised as an important aspect of modern policing. The force recognises that public feedback is essential in developing this area and is seeking to improve its arrangements for collecting feedback and using it to improve service delivery.

1A Fairness and Equality

Good

Strengths

- The detection rate for racially or religiously aggravated offences has increased by over 9% in 2004/05 against the previous year. This detection rate is above the MSF and national averages.
- The DCC chairs the force DDC. The DDC is made up of the heads of a number of special interest groups (SIGs) that have been set up to take diversity further forward in those areas. The SIGs are employment, training and age; disability; gender; race and religion; sexual orientation; and youth. The DDC takes responsibility for delivery of the force diversity strategy.
- Robust monitoring of the use of police stop and search powers takes place to ensure fairness and justifiable use of the powers. The process includes regular audit by the strategic development department and targeted audit where disproportionality is identified.
- Equality of service performance indicators are collated by the corporate development department and are reported on to key members of staff.
- The force is mindful of the importance of implementing the recommendations of national reports. In relation to the ACPO seven-point plan following the *Secret Policeman* for example, a review panel was established and an action plan developed to address the issues.
- The provisions of the Disability Discrimination Act are incorporated into recruitment, selection and training processes. Training on the Act has been delivered to key members of staff and information for the wider workforce disseminated on the force intranet.
- Race and diversity training is regarded as a priority and is delivered to all police officers, police staff and special constables. Members of diverse communities are involved in training delivery and this is well received.

*Warwickshire Police - Baseline Assessment
October 2005*

- Equality of service is a core objective of the strategic themes contained within the three-year strategic plan. Supporting plans covering various aspects of diversity and the human resource (HR) people plan demonstrate commitment to fairness and equality and its links to an increase in public confidence.
- The force is actively involved at local and county level in a number of consultation forums that directly target under-represented groups such as the County Council black and minority ethnic (BME) consultation forum and the county disability forum.
- The force has recently appointed a social cohesion officer with a remit to improve engagement with under-represented groups.

Areas for Improvement

- The force does not currently have an independent advisory group (IAG) covering all the strands of diversity. A race and religion panel has recently been set up, and the force intends to further strengthen existing consultative arrangements with other diverse groups in the community. Once fully developed, these groups will be able to provide advice in strategic planning and tactical operations. The force may also wish to consider the use of the race and religion panel in monitoring complaints of unfairness and discrimination, as this will improve the accountability of the process.
- There is evidence of some use of race impact assessments in operational planning but this is not widespread. The force recognises that the use of race impact assessments in both operational planning and in strategy development is an area for improvement. To achieve this it is intended to utilise the race and religion panel in this work in future.

1B Neighbourhood Policing and Community Engagement

Fair	Stable
------	--------

Strengths

- The percentage of people who think the police do a good job in Warwickshire is above the MSF and national averages.
- The ACC (TO) provides clear leadership in relation to neighbourhood policing, being supported at area level by the two BCU commanders. The commitment to delivery in this area is clearly evidenced through the neighbourhood-policing pilot (known as crime fighting teams) at Nuneaton, Rugby and Brunswick. The teams consist of a sergeant, community beat officers (CBOs) and PCSOs and have been provided by the redeployment of existing resources. Full evaluation of the pilots is taking place and this is being used to inform emerging developments in other parts of the force.
- As part of the neighbourhood-policing pilot, the force mapped out on a beat basis the deprivation index, population and priority crime incidence; this was then used to inform the deployment of the three crime fighting teams.
- Strategic links with partners in respect of neighbourhood policing are evident in a whole host of initiatives that are currently ongoing. A particular example is occurring in Rugby, where the *Rugby Policing Manifesto* has been produced with the support and involvement of partners.
- The neighbourhood policing pilot has drawn upon learning from other forces and has produced role profiles, job descriptions, guidance on action plans, abstraction policies and specific training days for CBOs and PCSOs.
- Several examples of community involvement in local policing initiatives exist, one such example being the involvement of community representatives in 'visual audits'. These involve a structured walk through a neighbourhood, to identify issues affecting the quality of life of local people eg graffiti and damage.

Areas for Improvement

- While the neighbourhood policing pilots are a positive development, neighbourhood policing is not yet established across the force area. The force has therefore set up a neighbourhood policing project team, working under the direction of the ACC (TO). Its aim is to determine what arrangements are required to achieve more effective neighbourhood policing. Once the vision has been fully determined, partners and the community will be consulted and a clear local definition of neighbourhood policing will emerge.
- The force has recognised that mechanisms for giving feedback to and receiving feedback from the public are in need of further development. The force intends to tackle this through the development of a consultation and engagement strategy and this is being addressed within the Citizen Focus project.
- Community tensions are captured on a 'reporting community views' form, which is

*Warwickshire Police - Baseline Assessment
October 2005*

completed by officers attending meetings with the public and fed into the corporate development department. However, information from these forms is later disseminated to area commanders with little analysis. While this information is helpful, more effective use may be made of it if it was integrated into the national intelligence model (NIM) strategic assessments at both levels 1 and 2.

1C Customer Service and Accessibility

Fair	Stable
------	--------

Strengths

- A strategic approach to customer service/satisfaction and accessibility is evidenced in the Citizen Focus programme group, chaired by the ACC. This group deals with all elements of customer care in four distinct areas. One such area is 'improving the customer experience'. A project group dealing with this is chaired by a superintendent and includes work streams relating to customer care, quality of service, call-handling standards and victims and witnesses. Work is informed by feedback collated from customer contact information and customer satisfaction surveys.
- There is a force action plan for the implementation of the quality of service commitment; this has defined owners and delivery dates. Implementation of the quality of service commitment is also a key component of the Citizen Focus programme.
- The victims and witness information partnership (VIP) is well established in Warwickshire. The partnership is a collaboration of agencies working together in an effective manner to keep victims and witnesses informed through every step of the judicial process.
- The Northern Justice Centre in Nuneaton houses the police, probation, courts, youth offending team and Crown Prosecution Service under one roof. This provides an excellent example of the police working together with partners to improve service delivery to members of the public requiring the services of any of the criminal justice agencies.
- Another example of the police working in partnership to provide services to the public can be found in the domestic abuse multi-agency team (DAMAT). DAMAT comprises staff from four agencies (including the police), and provides a one-stop shop for victims of domestic abuse. DAMAT delivers interventions targeted at perpetrators, while also providing support for victims and families.

Areas for Improvement

- The percentage of police buildings open to the public that are suitable for and accessible to disabled people is 46.7%, this is well below both the MSF and national averages.
- While a public contact strategy was commissioned by the force over three years ago, this has not yet been implemented. Her Majesty's Inspectorate of Constabulary (HMIC) is aware, however, that the force does intend to implement this in a phased approach as resources allow.
- Customer service training has been developed for front-facing staff, but this has not yet been delivered. However, there are plans to roll this out to staff, with funding of £250,000 being set aside. The first phase will be for communications centre staff and this will take place between July and October 2005. However, training for the wider workforce is yet to be programmed.
- The force uses data from customer satisfaction surveys to inform its citizen focus.

*Warwickshire Police - Baseline Assessment
October 2005*

However, while some examples of resultant improvements to service delivery do exist, a wider programme of work arising from customer surveys is still at the planning stage.

- The force has reviewed its arrangements for collecting feedback on customer service from the public and as a result of this review it intends to introduce new mechanisms in order to comply with national standards.
- While the force does have an estates strategy that takes into account community needs in relation to access to services, there is evidence that this had not been subject to regular review, with several milestones having been surpassed. The force may wish to review this to ensure that it is up to date and meets the needs of its customers.

1D Professional Standards

HMIC has a statutory responsibility to remain fully informed as to the effectiveness of forces' handling of complaints. Following the transition to baseline assessment, and the high-profile outcomes of three separate national inquiries, HMIs identified the need for a focused inspection of professional standards (including complaints) in each force to provide a robust comparative baseline for ongoing assessments of progress.

In October/November 2005, every force will undergo a focused inspection of professional standards. The programme has been designed in conjunction with ACPO, the Association of Police Authorities, the Home Office and the Independent Police Complaints Commission to ensure that the respective interests of each are addressed and that duplicative inspection activity can be avoided.

The programme of inspections will produce separate public reports and gradings for each force and, in addition, a national thematic inspection report that will consolidate themes, trends and transferable good practice. In view of the scale and timing of the full programme of inspections, the 2004/05 grading for professional standards has been deferred to 2006. As a result, there is no professional standards framework content within this report.

2 Reducing Crime (Domain 1)

The force's commitment to reducing hate crime and crimes against vulnerable victims is particularly evident through the lead role that it plays in the third-party reporting of hate crime and its involvement in multi-agency work to tackle domestic abuse. Officers dealing with domestic abuse now work more closely with those dealing with child abuse following a recent restructure. The introduction of a child protection database is, however, awaited, and its introduction can only improve information sharing within the force and with partner agencies. The levels of volume violent crime have reduced across the county during 2004/05, with particularly creditable performance being achieved in respect of robbery and violent crime, which has reduced by 5.1% against a rising national trend. But while good reductions in the rates of domestic burglary and vehicle crime have also been achieved, the force is still below the average in its MSF group for these categories of crime.

2A Reducing Hate Crime and Crimes against Vulnerable Victims

Fair	Stable
------	--------

Strengths

Hate Crime

- The force encourages the third-party reporting of hate crime through the True Vision initiative and is one of the four managing forces of this scheme. The force has the lead role in the development of the new True Vision pack for hate-crime motivated for disability. The use of the True Vision reporting pack allows the force to develop a full understanding of the nature and prevalence of hate crime within the county, where victims are unwilling to make such reports through personal contact.
- The force part funds and manages race equality support workers. These posts target victim care and education including work in schools targeting hate-motivated bullying.
- A text messaging service enables young people to report hate crime and bullying. This service is a multi-agency initiative, which is led by the force.
- While the force does not have a dedicated hate-crime unit, such crime is understood to be a priority by operational officers and processes are in place to ensure appropriate levels of investigation and supervision. Hate crime is also fully integrated into the NIM processes of the force; this ensures appropriate tasking of resources and that priority is given to the reduction and investigation of such offences.
- Hate crime is flagged daily on the force incident log and action taken is reviewed at ACPO level. This demonstrates a high-level commitment to deal with this type of crime.

Child Abuse

- A commitment to the development of professional relationships to enhance child protection arrangements is demonstrated by the introduction of quarterly meetings between the police and social services, at both an operational and strategic level.

Domestic Abuse

- The force shows a positive commitment to partnership working in relation to domestic abuse. Specialist officers work as part of DAMAT. DAMAT who are made up of staff from four agencies. They provide interventions targeted at perpetrators, while providing support for victims and families.
- The force has produced a domestic abuse manual. This provides up-to-date guidance to officers on the procedures for reporting, responding to and investigating domestic abuse. The manual also contains a risk assessment framework for perpetrators and minimum action required.
- Domestic abuse perpetrators are graded into three levels of risk. High-risk perpetrators are further actioned through the NIM processes to ensure the risk of repeat offences is minimised. All high-risk offenders are also nominated to the probation service for inclusion in a domestic abuse intervention programme. This provides an intensive 27-week programme working with offenders to address their offending behaviour.

Areas for Improvement

Hate Crime

- The number of racially or religiously aggravated offences per 1,000 population has risen in 2004/05 to 0.43 compared with 0.36 the previous year, a rise of 18.7%. HMIC is aware that this is slightly below the MSF average and may be associated with an increased confidence in reporting. The force may nevertheless wish to monitor this situation.

Child Abuse

- Recent structural changes have brought together staff dealing with child protection and domestic abuse into one unit. While this has improved the communication between the staff, the current recording and information systems employed are not ideal and rely on manual processes. The force intends to introduce the Case Administration and Tracking System in the near future, however, and this will be used both by child protection and domestic abuse officers. Once introduced this will improve the efficiency of information sharing.
- While the child protection unit (CPU) detective inspector attends the NIM level 2 tactical meeting the arrangements for engagement at level 1 are less formalised, with ad hoc involvement of detective sergeants. The force may wish to review the arrangements for the inclusion of child abuse within the tasking and co-ordination process.
- The force has identified deficiencies in the system used by area staff to inform the CPU of concerns relating to children with whom they have come into contact. The system currently employed involves the 'flagging' of incidents on the command and control system. To overcome this problem the force intends to introduce a form, which will ensure that concerns are identified to the CPU in writing.

Domestic Abuse

- Figures provided by the force at the time of inspection indicate that the percentage of domestic abuse incidents with a power of arrest where an arrest was made is far lower in Warwickshire than the national average. In order to rectify this situation the force has strengthened supervisory arrangements, with supervisors now having to endorse the relevant incident log on the command and control system to confirm

their satisfaction with the actions taken in response to reported incidents.

- There is no written accountability framework for domestic abuse with clearly defined lines of strategic and operational responsibility from practitioners through to chief officer lead. Staff seemed unclear whether the ACC (SO) or ACC (TO) has lead responsibility in this area.
- Only five officers are dedicated to domestic abuse work through their direct involvement in DAMAT. The work of these officers has primarily been around providing support to victims. However, the intention is that they will now take a more proactive approach to dealing with perpetrators to prevent re-offending. These officers have already identified an increase in workload associated with a more robust approach to the arrest of perpetrators, and the force will need to review staffing arrangements and the role of these officers if its remit is to fundamentally change.

2B Volume Crime Reduction

Fair	Improved
------	----------

Strengths

- The total recorded crime per 1,000 population has fallen from 88.03 in 2003/04 to 83.06 in 2004/05, a reduction of 5.7%. Recorded crime in the county is lower than both the MSF and national averages.
- Rates of violent crime per 1,000 population have reduced to 14.02 in 2004/05 compared with 14.77 the previous year (representing a reduction of 5.1%); this is below the MSF average and the force is currently ranked second in its MSF and fourth nationally.
- The number of robberies per 1,000 population has reduced to 0.68 in 2004/05 compared with 0.88 the previous year (representing a reduction of 22.6%); this is below the MSF average and the force is currently ranked fourth in its MSF group.
- The force is compliant with the recognised NIM processes. During a BCU inspection in Northern Warwickshire, the inspection team attended an area tasking and co-ordination meeting and saw evidence of good targeting of individuals, locations and mention of preventative measures.
- The force has demonstrated a high level of accuracy in its compliance with the National Crime Recording Standard and is Green rated in this respect.
- The force crime audit programme is comprehensive and regular, providing frequent checks on performance. Follow-up action plans are developed and monitored in all cases. Areas where issues are identified are subject to robust review.
- Both the ACC (SO) and ACC (TO) closely scrutinise performance in relation to volume-crime reduction. This is best demonstrated through the weekly performance meetings held with chief superintendents, which provide an extra tier of accountability over and above the quarterly force performance board meetings.
- The Enhanced Policing Initiative is a force-wide initiative providing extra numbers of regular and Special Constabulary officers to patrol town centres at times of high potential for alcohol-related crime.

Areas for Improvement

- While domestic burglary rates per 1,000 households have reduced to 12.25 in 2004/05 compared with 14.65 the previous year (representing a reduction of 16.4%), this is still above the MSF average and the force is currently ranked second from last in its MSF group.
- Similarly, while vehicle crime per 1,000 population has reduced to 12.79 in 2004/05 compared with 13.97 the previous year (representing a reduction of 8.4%), this is also above the MSF average and the force is currently ranked second from last in its MSF group.

*Warwickshire Police - Baseline Assessment
October 2005*

- Whereas the force is able to provide good examples of evaluation of larger crime-reduction initiatives, smaller more localised initiatives are often not subject to proper evaluation. Furthermore, systems relating to the promulgation of good practice in relation to these smaller scale initiatives are not evident.

2C Working with Partners to Reduce Crime

Good	Stable
------	--------

Strengths

- The total recorded crime per 1,000 population has fallen from 88.03 in 2003/04 to 83.06 in 2004/05, a reduction of 5.7%. Recorded crime in the county is lower than both the MSF and national averages.
- Rates of violent crime per 1,000 population have reduced to 14.02 in 2004/05 compared with 14.77 the previous year (representing a reduction of 5.1%); this is below the MSF average and the force is currently ranked second in its MSF and fourth nationally.
- The number of robberies per 1,000 population has reduced to 0.68 in 2004/05 compared with 0.88 the previous year (representing a reduction of 22.6%); this is below the MSF average and the force is currently ranked fourth in its MSF group.
- Representatives from each crime and disorder reduction partnership (CDRP) are invited to area tasking and co-ordination meetings and are an integral part of the tasking process. Good examples of joint operations with partners exist, one such operation being Elongate, a multi-agency initiative to tackle anti-social behaviour (ASB), damage, violence and fear of crime in Studley. This initiative, which was jointly led by the police district commander and the Chief Executive of Stratford upon Avon District Council, led to successful outcomes being achieved.
- Information-sharing protocols are in place and their successful use is particularly evident for instance in relation to the work of DAMAT and the Positive About Young People initiative, which aims to reduce crime among disenfranchised young people.
- A high-level commitment to engage with partners is demonstrated by the Chief Constable's active involvement in partnership work, notably through the Warwickshire community safety partnership and drugs action team and local criminal justice board (LCJB). The ACC (SO) is also involved in partnership work at a strategic level. Effective and productive working relationships are evident and these are also evident at BCU level where a significant contribution to working with CDRPs is made by BCU commanders.
- Drugs misuse is one of the key areas of the force crime strategy. Working with CDRPs is an important part of this strategy, with Tackling Drugs Together subgroups being developed in order to deal with partnership issues relating to both drugs enforcement and education.
- The force has effective arrangements in place to ensure the development of funding streams at both force and local level. These arrangements include the employment of a sponsorship officer based at HQ.

Areas for Improvement

- While domestic burglary rates per 1,000 households have reduced to 12.25 in

*Warwickshire Police - Baseline Assessment
October 2005*

2004/05 compared with 14.65 the previous year (representing a reduction of 16.4%), this is still above the MSF average, and the force is currently ranked second from last in its MSF group.

- Similarly, while vehicle crime per 1,000 population has reduced to 12.79 in 2004/05 compared with 13.97 the previous year (representing a reduction of 8.4%) this is also above the MSF average and the force is currently ranked second from last in its MSF group.
- The role of HQ in the sharing of good practice is unclear. No evidence was given of a centralised system for capturing good practice, and senior area-based officers were unaware how such good practice would be fed into the centre for promulgation to the force.
- Good evaluation of larger crime-reduction initiatives and interventions is apparent; however, evaluation of smaller more localised initiatives is ad hoc or non-existent.
- While the effective contribution of BCU commanders to partnership work is not being called into question, the inclusion of objectives around partnership working within their PDR may increase their accountability for this area of work.

3 Investigating Crime (Domain 2)

While the force has achieved increases in detection rates in most major crime categories, the formation of a major investigation unit in 2005/06 will further improve its capability in this area. Improvements in capability are also intended in relation to financial investigation; this is a positive step especially in light of the force's disappointing performance in relation to confiscation and forfeiture orders. Far more impressive performance has been achieved in relation to volume crime investigation, with particularly good detection rates being achieved in vehicle crime and domestic burglaries. The percentage of vehicle and burglary crime scenes attended by crime-scene examiners also improved during the year and the force intends to further improve attendance rates, particularly for vehicle crime, with an increase in the number of crime-scene examiners being planned in the coming year. Particularly noteworthy within the criminal justice processes framework is the excellent partnership work undertaken especially in the development of the Northern Justice Centre at Nuneaton. This is considered a beacon of good practice.

3A Investigating Major and Serious Crime

Fair

Strengths

- The detection rate for murder in 2004/05 stood at 100%, which was the same as the previous year. The national average was 94.5%.
- The percentage of attempted murders detected was 125% in 2004/05 compared with 66.7% the previous year. This is well above the MSF and national average and has been achieved due to the detection of crimes in 2004/5, which had occurred in previous years.
- In the event of a major incident or serious crime that is likely to have an adverse effect on the local community, the senior investigating officer (SIO) works with local commanders to prepare community impact assessments, following which resources are tasked to minimise any such adverse effect. To assist in this process media officers are dedicated to major crime teams and are involved at every stage.
- All major investigations are led by suitably qualified officers, to ensure this all detective officers of inspector rank and above are trained through the national SIO programme to equip them for the role.
- A 24-hour call-out rota exists for SIOs and other key staff involved in major and serious crime investigations. This arrangement is effective in ensuring that specialist staff are readily deployable at any time.
- Communications centre staff are trained to identify critical incidents and have a computerised drop-down menu of actions to be taken in the event of such an incident being reported eg call-out arrangements, scene preservation etc. This helps to ensure that appropriate action is taken in relation to initial police response.
- The force is compliant with national policies in the conduct of major investigations, as is reflected in the ACPO murder investigation manual and the major incident

room standard administrative procedures. All major incidents are reviewed within the first 24 hours by a superintending rank detective officer to ensure and underpin this requirement.

- Quarterly meetings are held for all senior detective officers in force. These meetings provide an opportunity to debrief local cases of note. However, over and above this, senior detectives from other forces are also invited to debrief cases of national significance.
- In order to professionalise the initial response to rape inquiries, particularly around victim care, the force has invested in the training of chaperones, significantly increasing their numbers over recent years.
- A rape evaluation form is completed by officers and forensic medical examiners involved in the initial response to the incident. This form is used by senior officers to identify any lessons learnt and further improve the response to future incidents.

Areas for Improvement

- While the detection rate for rape has increased from 18.8% in 2003/04 to 24.7% in 2004/05, this detection rate is below the MSF average which stands at 26.4%, and the force is currently ranked sixth in its MSF group.
- Currently the ACPO definition of what constitutes a critical incident has not been adopted. As an alternative the force uses a list of crime types to identify such incidents. This is recognised as an area for development and a new policy will be implemented in order to provide clarity around this issue.
- The force has recognised that major investigations, while subject to close scrutiny by the head of crime, currently lack a rigorous performance-management regime.
- There is currently no systematic approach to the identification and selection of cold cases suitable for review. The force has identified that the formation of the major investigation unit (budgeted for in 2005/06) will provide an opportunity to develop this area of work. It is also anticipated that the formation of this unit will reduce the routine abstraction of staff from BCUs to facilitate major crime investigations.
- While major crime is currently reviewed, there is no policy providing clarity around the timing of such reviews or the person responsible. The force has identified this as an issue and intends to produce a formal policy.
- The force does not currently have an IAG covering all the strands of diversity. A race and religion panel has recently been established, and the force intends to further strengthen existing consultative arrangements with other diverse groups in the community. Once fully developed, these groups will be able to provide advice in strategic planning and tactical operations.
- Detective supervisors have recently trained operational staff in the southern area BCU, in those operational actions that must be taken in the first critical hour following a serious incident. This has been well received and the force may wish to extend it to other operational staff.

*Warwickshire Police - Baseline Assessment
October 2005*

- Murder and other major crime types are not covered in the force strategic assessment. While it is accepted that the incidence of these crimes is generally low within the force area, their inclusion in the strategic assessment would better demonstrate that the force has fully evaluated the risks and threats presented by them.
- The force intelligence, command and control, custody and crime-recording systems are not integrated and there is currently no cross-searching facility.

3B Tackling Level 2 Criminality

Poor

Strengths

- Rates of violent crime per 1,000 population have reduced to 14.02 in 2004/05 compared with 14.77 the previous year (representing a reduction of 5.1%); this is below the MSF average and the force is currently ranked second in its MSF and fourth nationally.
- The ACC (SO) provides chief officer leadership in relation to the tackling of level 2 criminality. He provides direction and personally chairs Gold groups concerning specific level 2 crime operations. The ACC (SO) also demonstrates personal leadership in driving forward the strategic assessment, setting the control strategy at level 2 and also leading the six-monthly review of the strategic assessment and control strategy.
- Level 2 intelligence officers have a specific role to identify and map organised crime groups whose activities impact on the force area. They are supported in this by a team of dedicated analysts.
- The National Criminal Intelligence Service is complimentary about the real commitment shown to regional tasking and co-ordination group (TCG) processes by the force and its West Midlands region neighbours (Staffordshire, West Mercia and West Midlands). This commitment has been manifested through the formation of the regional task force (RTF) and regional intelligence unit (RIU). The role of the RIU is to support the operational work of the RTF, manage the regional tasking and co-ordination process and improve the strategic understanding of serious and organised crime within the region.
- At regional level the four forces contribute to an NIM-compliant, vibrant and results-orientated tasking and co-ordination process. The key to this is in part due to the determination of the forces to form the RTF and RIU. This enables the regional tactical TCG access to dedicated resources that are accountable and focused on regional issues.
- Performance indicators have been set for the level 2 unit in order to drive activity, these are driven by a detective chief inspector who is answerable for performance to a detective superintendent and the NIM TCG. Level 2 performance is also fed into the quarterly BCU crime support performance meeting, which is chaired by the ACC (SO).
- Two members of staff on each area have been identified as Proceeds of Crime Act champions. They have a remit to raise awareness of the opportunities that the Proceeds of Crime Act presents and ensure its integration into tactical planning.
- Terrorism and domestic extremism is included in the strategic assessment. Both matters appear as standing items on NIM-compliant level 1 and 2 tactical tasking and co-ordination meetings. These briefings ensure that suitable up-to-date and accurate intelligence is fed to all officers within the force.

Areas for Improvement

- Although incidents of life-threatening gun crime per 1,000 population have reduced to 0.46 in 2004/05 compared with 0.48 the previous year (representing a reduction of 2.4%), the force is still ranked seventh out of eight in its MSF group.
- The total number of confiscation orders and forfeiture orders in 2004/05 reduced considerably compared with the previous year. The force has now recognised the need to increase its capability in relation to financial investigation and a dedicated financial investigation unit will be established in the near future.
- In 2004/05 there was a 23% decrease in detections for trafficking in controlled drugs compared with the previous year. The force is now third from last in its MSF group for performance in this area.
- The resources available for dealing with level 2 criminality are limited. The dedicated level 2 unit is, where necessary, supplemented by seconded officers to ensure operational viability and the force anticipates that when the new major investigation unit is formed that officers from this unit will also be able to provide support. The force also has a surveillance team but this is not dedicated to level 2 work. Level 2 resources are often fully engaged on reactive operations and whilst some good examples of proactive work do exist, limited capacity undoubtedly restricts the opportunity for such pro-activity.
- The involvement of the force in joint operations with HM Revenue and Customs and the Immigration Service is very infrequent. The force may therefore wish to further develop its relationships with these agencies as this may lead to an increase in joint activity.
- While there is a high level of awareness of the duty of care imposed on the police in the event of their receiving intelligence relating to a threat to life (Osman warnings), there is no specific policy guidance available. Such a document is, however, currently in development.
- Notwithstanding the comments on performance management (strengths) and while basic quantitative measures on successful operations are available, there is no data in existence on the percentage of level 2 crime being addressed or on the evaluation of operations.
- The force has achieved limited success through regional tasking due to a perceived inability to develop intelligence cases to the required level. This issue has now been addressed, however, and the force anticipates that improvements will be realised in the future.

3C Investigating Hate Crime and Crimes against Vulnerable Victims

Fair	Stable
------	--------

Strengths

Hate Crime

- The detection rate for racially or religiously aggravated offences has increased from 38% to 47.3% in 2004/05 compared with the previous year. This detection rate is above the MSF and national average.
- A comprehensive hate-crime policy has recently been produced in full consultation with community partners. The policy clearly outlines all individual roles from receipt of incident through to inspection audit and review. Hate crime is also fully integrated into the NIM processes of the force, thus ensuring appropriate priority is given to the reduction and investigation of such offences.
- A race and religion review panel is used to scrutinise police action in relation to reports of hate crime. This helps the organisation to better understand the expectations of minority communities in its dealing with such incidents.
- Satisfaction surveys are sent to all victims of race hate crime, these are reinforced by telephone contact to improve response rates.

Child Abuse

- A management information package provides a menu of performance data. This is used to develop working practices with examples of improvements having been implemented as a result of their use.
- An additional detective sergeant post has been created to head up the CPU at Rugby; this has created extra resilience at supervisory level. The level of supervision within the child protection function is now considered to be sufficient by the force.
- All new staff joining the CPU must already be experienced detective officers or have completed the initial crime investigator's development course and have crime investigation experience within the last three years. Once recruited to the unit, new officers undergo appropriate training with multi-agency partners and also undergo a period of peer mentoring.
- A policy of submitting an intelligence log relative to every referral ensures that CPU staff contribute effectively to the intelligence process. An audit to establish adherence to this policy revealed a 92% compliance rate.

Domestic Abuse

- There have been recent structural changes that have brought together those staff dealing with child protection and domestic abuse together into one unit, which has improved the communication between the staff, and improved the quality of service to the victims of such crime.
- The force shows a positive commitment to partnership working in relation to domestic abuse. Specialist domestic abuse officers work as part of DAMAT, which provides interventions targeted at perpetrators while providing support for victims

and families.

- A commitment to improving the force response to domestic abuse incidents is exemplified in the conducting of a comprehensive audit of domestic abuse policy and procedures. The audit report was published in February 2005 and makes a series of recommendations regarding policy, National Crime Recording Standard compliance, deployment of resources and investigation.
- A further improvement in the force response to domestic abuse is evident with the recent inclusion of specialist domestic abuse officers in level 1 TCG meetings. This development should help to ensure that the profile of this type of crime is raised and appropriate priority given to it.

Areas for Improvement

Child Abuse

- The ACC (SO) has specific portfolio responsibility for the investigation of child abuse. However, the force does not have a written accountability framework for child abuse investigations, with clearly defined lines of strategic and operational responsibility from practitioners through to the chief officer lead. In interviews with staff there was lack of clarity over who held strategic responsibility and the force may therefore wish to address this.
- The force has identified that the introduction of a central referrals desk will remove certain administrative and other burdens from detectives and thereby improve its response to child abuse investigation and protection issues. The extra resource is expected to commence operations in the spring of 2005.
- An operating procedures manual for child abuse investigation is currently in development. Once produced, this will provide an increased clarity around the procedures for the reporting of, responding to and the investigation of child abuse.
- The force does not currently have a child protection database. While it is accepted that it is due to install the Case Administration and Tracking System, this should have been in service by the end of February 2005, in order to comply with the recommendations of the Climbie Inquiry report.

Domestic Abuse

- There is no written accountability framework for domestic abuse with clearly defined lines of strategic and operational responsibility from practitioners through to chief officer lead. The provision of such a framework would provide increased clarity, particularly in respect of strategic responsibility.
- There is no specific inclusion of domestic abuse in the local policing plan. This situation has, however, been rectified in the force strategy plan 2005/06–2007/08.
- The disclosure unit has no access to the stand-alone databases used by the domestic abuse unit. There is therefore a reliance on any domestic abuse unit information concerning a potential risk to children or other vulnerable people appearing on other systems eg intelligence, command and control etc.

3D Volume Crime Investigation

Good

Improved

Strengths

- The percentage of vehicle crime detected rose to 18.8% in 2004/05 from 14% the previous year. The force is top of its MSF group and fourth nationally for this category of crime. In 2004/05 the sanction detection rate for the same category of crime was 16.7%, a rise from 13% the previous year making the force top of its MSF group and third nationally.
- The percentage of violent crime detected rose to 59.9% in 2004/05 from 56.5% the previous year. This is above the MSF average of 56.8% and national average of 49.5%.
- The percentage of domestic burglaries detected rose to 25.7% in 2004/05 from 18% the previous year. The force is second in its MSF group for this category of crime. In 2004/05 the sanction detection rate for the same category of crime was 19.8%, a rise from 15.7% the previous year; this is above the MSF and national average.
- The force has minimum standards of investigation for burglary, robbery and assaults. Front-line officers have been equipped with the *Frontline Directory*, which contains information relative to good investigation and scene management, while supervisors have been issued with a similar directory aimed at their needs.
- Representatives from each CDRP are invited to area tasking and co-ordination meetings and are an integral part of the tasking process. Good examples of joint operations with partners exist, one such operation being Elongate, a multi-agency initiative to tackle volume crime and ASB in Studley. This initiative, which was jointly led by the police district commander and the Chief Executive of Stratford upon Avon District Council, led to successful outcomes being achieved.
- The force crime audit programme is comprehensive and regular, providing frequent checks on performance. Follow-up action plans are developed and monitored in all cases. Areas where issues are identified are subject to robust review.
- The force is committed to improving on the quantity of crime scenes that its examiners attend. There have already been good increases in the percentage of burglary dwelling and vehicle crime scenes attended with some increases in recovery of fingerprints and DNA.
- The force is compliant with NIM processes, providing the appropriate products at both BCU and force level. The crime strategy recognises the need for continual development and improvement with NIM practices. In relation to volume crime, tactical assessments at local level routinely focus on this issue and this is supported by activity at force level where appropriate. Good examples exist of immediate, medium- and long-term force response to identified criminality.
- The use of automatic number plate recognition (ANPR) is embedded within the tasking and co-ordination process at both force and BCU level. This is recognised as an important tool in the fight against volume crime.

Areas for Improvement

- Both the detection rate and sanction detection rate for robbery have fallen in 2004/05 from the previous year to 23.5% (4.3% reduction) and 22.7% (2.1% reduction) respectively. The force is, however, still performing above the MSF and national average.
- Minimum standards of investigation for vehicle crime have not yet been implemented. The force has identified this as an issue and is currently in the process of developing such standards.
- The ACPO professionalising investigation project is yet to be implemented; however, the force has set up a project board to facilitate implementation of the key elements of this in the near future.
- The force has recognised that its performance in relation to asset recovery has been poor in the financial year 2004/05.

3E Forensic Management

Fair	Stable
------	--------

Strengths

- The percentage of burglary scenes examined by a crime-scene examiner in 2004/05 has risen to 93.3% from 80% the previous year. The force is now second in its MSF group for the examination of these scenes.
- The forensic strategy outlines strategic intentions and improvement work. It has an accompanying action plan with key milestones and owners. The strategy is reviewed on a quarterly basis and is a driver of performance improvement.
- The force has a forensic strategy group, which is chaired by the ACC (SO) and includes senior management from scientific support, HQ Criminal Investigation Department and areas. The group has driven through a number of improvements in the last year. These include increasing the attendance of scenes of crime staff at abandoned stolen vehicles, and ensuring that suspects identified through forensic evidence are arrested quickly by divisional staff.
- Senior scene of crime officers (SOCOs) attend BCU tasking and co-ordination meetings. SOCO deployment is prioritised in line with force control strategy issues with more focus being placed on domestic burglary, violent crime and vehicle crime attendance than on other crime types.
- The scientific support manager provides clear ownership for performance within the department. An incentive scheme linked to bonus payments has been introduced in order to raise performance.
- All forensic submissions are scrutinised by central submissions officers to ensure that the benefits of each item outweigh the costs. The introduction of recent guidance surrounding the management of forensic submissions recognises the importance of considered submissions and the impact on budgets.
- The force is currently piloting the use of laptops to enable SOCOs to electronically transfer crime-scene reports direct from scenes onto the SOCKET scientific support database.
- Over 90% of staff within the scientific support unit are registered forensic practitioners, with those who are not registered currently working towards the standard.

Areas for Improvement

- While the percentage of theft of motor vehicle scenes examined by crime-scene examiners in 2004/05 has risen to 54.4% from 50% the previous year, the force still examines fewer of these than the average within its MSF group and is positioned sixth.
- The increase in the percentage of burglary scenes attended by crime-scene examiners has already been commented on (strengths), unfortunately, however, there has been a corresponding reduction in performance, with a reduction in the recovery of fingerprints from 36% in 2003/04 to 32.7% in 2004/05. The force is

last of its MSF group in this respect.

- The force performance in relation to the conversion of fingerprints to detections while improving still leaves it second from last in its MSF group and the force may wish to examine the reasons for this.
- The scientific support manager does not attend the strategic TCG meeting. However, the force has now identified the potential benefits of his attendance and the situation is to be rectified.
- The force has identified that it is not meeting its service level agreement (SLA) in relation to the activities of the fingerprint development laboratory. A new member of staff is to be recruited which should rectify this situation.
- Currently, the force has no major incident vehicle. This leads to difficulties in the transporting of larger equipment to scenes. The force may wish to review its arrangements around this issue.
- Currently, no guidance documents exist for the management of DNA and fingerprint identifications. Such guidance would help to ensure best practice and maximum detection opportunities.
- It is accepted that the forensic awareness of operational staff could be improved. However, despite the fact that the scientific support unit has recently begun to deliver some training, there is no clear strategy identifying the specific training needs of the organisation and for delivering appropriate training and evaluation.

3F Criminal Justice Processes

Good	Improved
------	----------

Strengths

- The number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court, increased to 9,483 in 2004/05 from 8,115 the previous year, representing an increase of 16.9%.
- The percentage of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court, increased to 22% in 2004/05 from 18.4% the previous year, this is above both the MSF and national averages.
- The Chief Constable is an active member of the LCJB. He has great enthusiasm for criminal justice matters and is also very knowledgeable, being former head of the ACPO criminal justice business area. His personal involvement is influential in driving the agenda within the force.
- The offences brought to justice group has been introduced in order to improve performance in this area. The group is chaired by the ACC (TO) and is attended by a cross section of key senior members of staff. An action plan with clear and specific targets has been developed and this has already led to significant improvements in performance.
- The force is fully engaged with its LCJB partners in setting performance targets. These are set and agreed annually and reflect national and local priorities. To underpin these targets a detailed performance pack is produced and achievement monitored across all areas of business.
- The Northern Justice Centre has been opened at Nuneaton. These premises house the police, probation, courts, youth offending team and Crown Prosecution Service, and since opening the centre has already delivered improvements in partnership working and business processes. The facility also includes a state-of-the-art custody suite, providing excellent facilities to ensure the safety and dignity of detained persons.
- The Warwickshire VIP is a multi-agency team providing co-ordinated, quality victim and witness care within the county. The VIP meets or exceeds all of the 'no witness, no justice' requirements.
- A trial is currently being undertaken in Leamington Spa, whereby a detective sergeant has been given the role of case director. The terms of reference are to provide quality assurance and advice on the conduct of investigations relating to persons in custody.
- Two members of staff have been employed with funds provided by the drugs action team to proactively collect referrals for drug treatment programmes at Rugby. The provision of these posts was in response to low numbers of referrals, a situation that has now been reversed.
- The force has fully embraced the fixed penalty for disorder scheme and has further sought to alleviate administrative burdens on operational staff by encouraging their use outside of the custody suite.

- The prisoner process unit deals with prolific and priority offenders. The employment of this unit supports the effective and efficient investigation of crime.
- Over a period of six years the force has had the lowest or one of the lowest case discontinuance rates in the country. During the corresponding period it has also achieved the highest conviction rate at both crown and magistrates' courts.

Areas for Improvement

- The force has failed to meet the code of practice targets for the recording of data onto the police national computer (PNC). It achieved 75.4% (target 90%) in relation to the entering of arrest/summons data, making it second from last of its MSF group, and 43.9% (target 50%) in relation to court results, which is also below the MSF and national average. The force is awaiting the introduction of new software (September 2005), which will address this problem.
- There are some issues around the management of the PNC within Warwickshire. For example, auditing arrangements lack a suitable reporting structure and ownership of recommendations, and there is an absence of local policies. While there is an active PNC user group, there is no ACPO-chaired PNC steering group in force, although ACPO governance of PNC function is through the force information management group. The force may wish to consider whether a separate PNC steering group chaired by ACPO would better demonstrate a commitment to PNC data quality and policy compliance and lead to an improvement in performance in these areas.
- While there are a number of policies and guidance documents relating to the custody process, there is not an all-encompassing custody policy. The integration of these existing documents into a single custody policy may improve their accessibility to staff.
- It has been identified that bail management arrangements are not robust. In recognition of this the force intends to introduce a bail management policy in order to improve performance in this area.
- There are no formal systems in place for dip sampling custody records to ensure compliance with the law or policy. The force may wish to review this situation, so that it can be sure that professional standards are being maintained.
- There is an issue around the timely attendance of police surgeons due to their non-availability during surgery opening times. This can lead to a wait of several hours, sometimes resulting in prisoners being taken to hospital to receive medical attention.

4 Promoting Safety (Domain 3)

Over 20% of the operational officers within the force are committed to community beat work. They are supported by 61 PCSOs and together they play a key role in providing reassurance within the communities that they serve. British Crime Survey statistics for 2004/05 provide good evidence of the force's achievements within the reassurance agenda with good reductions in the fear of crime and disorder being achieved. Reducing public violence and disorder is a priority target for the force and a commitment to tackling this and other forms of ASB is apparent through the long-term dedication of resources to Operation Acquit. The development of documented strategies in relation to neighbourhood policing and tackling ASB would further enhance the capability of the force in promoting public safety.

4A Reassurance

Good	Stable
------	--------

Strengths

- During 2004/05 the fear of burglary, vehicle crime, violent crime and disorder was lower than the MSF and national averages.
- During 2004/05 the percentage of reported domestic violence incidents that involved victims of a reported domestic violence incident in the previous 12 months was lower than both the MSF and national averages.
- During 2004/05 the percentage of domestic burglaries where the property has been burgled in the previous 12 months was lower than both the MSF and national averages.
- The ACC (TO) provides clear leadership in relation to neighbourhood policing, being supported at area level by the two BCU commanders. The commitment to delivery in this area is clearly evidenced through the neighbourhood policing pilots (known as crime fighting teams) at Nuneaton, Rugby and Brunswick. The teams consist of a sergeant, CBOs and PCSOs and have been provided by the redeployment of existing resources. Full analysis of the pilots is taking place and this is being used to inform emerging developments in other parts of the force.
- As part of the neighbourhood policing pilot, the force mapped out on a beat basis the deprivation index, population and priority crime incidence; this was then used to inform the deployment of the three crime fighting teams.
- There is a clear commitment by the force to community beat work and problem solving, with around 20% of all operational officers dedicated to this role. Over the past year the force has reinforced this commitment through the deployment of 61 PCSOs.
- The PA and partners are supportive of the force in its commitment to the delivery of neighbourhood policing, with partners in particular being actively engaged in information sharing and tasking and co-ordination, thus ensuring joint solutions to problems.
- The PCSO manager has responsibility for the development of accreditation schemes throughout the county. This appointment will allow the force to fully exploit the opportunities that the wider police family offer in terms of public

reassurance.

- At BCU level, analysts produce a full assessment of crime trends and community concerns every two weeks. Hotspot areas are identified and daily tasking meetings ensure appropriate deployment to address public reassurance issues.
- CBOs within the Southern area have recently begun using shared office accommodation, particularly in areas of higher crime.
- Special Constabulary recruitment and retention has been improved due to the appointment of a co-ordinator, trainer and recruitment officer. Home Office funding was attracted to fund these three posts.
- The force is conscious of the role of marketing within the reassurance agenda, an example being the inclusion of a 'crime is down' message with the Council Tax leaflet sent to households in the county.

Areas for Improvement

- The force does not currently have a neighbourhood policing strategy and this is recognised as an area for development.
- There is no evidence that neighbourhood policing is fully integrated into the call-handling function. Better education of call handlers around the deployment of CBOs may lead to improvements in problem solving and public reassurance.
- PCSOs have not been authorised to use as wide a menu of powers as those in some other forces. The force may wish to review the role of PCSOs to establish whether the value that they add to the reassurance agenda could be enhanced through an increase in powers.

4B Reducing Anti-Social Behaviour and Promoting Public Safety

Fair

Stable

Strengths

- The inclusion of 'public violence and disorder' as a force priority target was as a direct result of public concern over rising ASB and drink-related violence. The inclusion of such incidents on daily tasking and briefing meetings ensures that their profile remains high and action to tackle them is prioritised. CDRPs have ASB as a local priority and BCU commanders are held to account through these forums as well as at public meetings for these issues.
- Reducing ASB is a key theme in CDRP strategies. Engagement with partners to tackle the problem is evident, with multi-agency forums being in existence in each of the five districts within the force area. These forums provide a meeting structure in which candidates for ASBOs (Anti-Social Behaviour Orders) and other issues relating to ASB are progressed.
- Information-sharing arrangements with partners are good and are enhanced through the inclusion of partnership officers at tactical tasking and co-ordination meetings. Positive outcomes from partnership work have been achieved, with good examples of joint action in relation to dispersal orders being provided.
- The force is aware of the impact of ASB on communities and its commitment to tackling this issue is evidenced by the long-running Operation Acquit, which is conducted in Warwickshire every weekend. In this operation, all uniformed officers in force – including chief officers – no matter what their role, undertake high visibility patrol. They are tasked through intelligence to patrol locations that have higher than normal incidents of ASB and disorder.
- Individuals who are nominated persistent and prolific offenders due to their ASB are subject of targeting. This includes the allocation of a named officer to the individual, who has overall responsibility for action leading to the ultimate conviction of the offender.
- The force is fully engaged with partner agencies in relation to road safety issues. A memorandum of understanding between partners from the county council, fire service, ambulance and primary care trusts was signed in September 2004. This memorandum includes agreements in relation to meetings at chief officer and operational level and information-sharing arrangements.

Areas for Improvement

- The force does not have an ASB strategy. It is, however, in the process of producing an ASB manual, which will provide comprehensive guidance to staff.
- While there is an evaluation taking place of the impact of the neighbourhood policing project there is no evidence of the use of systematic or regular evaluation of ASB initiatives/tactics deployed by the force.

5 Providing Assistance (Domain 4)

While the performance of the force in relation to answering 999 calls has shown an improvement during the last year, quality management within the call-handling function is somewhat limited, with the current outdated telephony system being an obstacle to improvement. However, the planned introduction of a new system in the autumn of 2005 should lead to an improved quality of service. The force has updated its 'use of firearms' policy in accordance with national guidance and while some areas for improvement remain, arrangements for providing armed response are considered appropriate. Roads policing activity within the force area is intelligence led, which ensures a proper response to both the criminal use of the roads and road safety issues. Well-developed partnership arrangements exist with other agencies and, most noteworthy, with other police forces through the central motorway patrol group, which has responsibility for policing the motorway network within the West Midlands region.

5A Call Management

Fair	Improved
------	----------

Strengths

- The percentage of 999 calls answered within the local target time of 15 seconds has increased from 89% in 2003/04 to over 94% in 2004/05. This increase in performance has occurred despite an increase in calls of over 6%.
- The ACC (TO) provides proactive leadership on call management; his recent appointment has added clarity to the leadership of this function, which previously had different executive leads for the operational and technological sides of the business.
- Regular monthly meetings are held to deal with sickness absence. The meetings involve communications centre management, HR and occupational health staff. Cases are dealt with on an individual basis and interventions to assist an early return to work are discussed and put into place.
- In order to improve communication and engagement with local people, various community groups, neighbourhood watch and local councillors are invited to the communications centre to experience the operational environment.
- A disaster recovery facility has been developed within the force. This facility is underpinned by a recently developed disaster recovery plan. These arrangements would ensure the continuance of service in an emergency.
- SLAs exist with BCU commanders and other relevant users. These clarify the expectations of the Service to be provided.
- The force can be contacted by various means including email, minicom and text messaging. The text messaging in particular has been introduced to facilitate contact by young victims of bullying and victims of race-motivated crime.
- The communications centre has various functions that support its operations; these include HR, resource planners and a trainer.

- A communications centre staff focus group is in existence. This has representatives from all functions within the centre and provides staff with the opportunity to become involved in decision-making and service improvement.
- The communications centre staff have been trained to identify critical incidents and have a computerised drop-down menu of actions to be taken in the event of such an incident being reported eg call-out arrangements, scene preservation etc. This helps to ensure that appropriate action is taken in relation to initial police response.

Areas for Improvement

- Performance management is ad hoc and inconsistent. The current telephony system is a barrier here, as it does not have many of the modern features that allow good quality management information to be produced. This will be rectified with the introduction of the Symposium telephony system in the autumn of 2005.
- The current work pattern employed within the communications centre does not accurately reflect the customer demand profile. In order to overcome this, however, the force will be introducing a more flexible working pattern.
- The communications centre does not have a helpdesk to provide feedback and further information and advice to members of the public who request it. Such a facility can improve the use of telephone resolution reducing the need to deploy a resource.
- The force is currently developing a system for the quality checking of individual performance in relation to contacts with the public. It has recognised that there is room for improvement in this area and intends to roll out a programme of customer service training to all staff.
- Systems for keeping call-handling staff up to date with local policing initiatives and priorities are informal and unstructured. This is not ideal and the force may wish to introduce a technological or other solution to rectify this.
- The communications centre does not have a demand-management strategy in place. This has been identified and is to be rectified.
- There is no call-management steering group in place. The force may wish to review this, as the introduction of such a group with broad representation from the user community may assist in improving service delivery.

5B Providing Specialist Operational Support

Fair	Stable
------	--------

Strengths

- The force's use of firearms policy was updated in December 2004 to take account of the revisions to the ACPO manual and the Home Office codes of practice.
- The ACC (SO) is the nominated force lead on operational policy and practice. He chairs a firearms working group, which meets quarterly and is responsible for improving efficiency through the review of firearms policy, training, equipment and procedure.
- Following all firearms operations the Silver Commander is responsible for conducting a debrief which is recorded in the Silver incident log. All incidents are reviewed by the head of firearms training and referred to the firearms user group where appropriate. Good practice is thereafter disseminated to relevant stakeholders.
- Taser and baton guns are available as less lethal options on all armed response vehicles (ARV). All ARV and other authorised firearms officers have been trained in their use.
- Firearms commanders receive training twice yearly. They are reaccredited by the head of firearms training, who scrutinises incident logs completed by them to assess their competence for role. Where exposure to incidents has not occurred, a period of shadowing is arranged to ensure that competence is maintained.
- Regional firearms collaborative agreements exist for the mutual provision of ARVs, rifle officers, VIP protection officers, firearms trained dog capability and rapid intervention. These are subject to formal written protocols involving Warwickshire, West Midlands, Staffordshire and West Mercia.

Areas for Improvement

- The force has recognised that an area for development exists in respect of the undertaking of community impact assessments for each firearms operation and particularly the involvement of community representatives in post-incident procedures. An action plan has been put into place to deal with these issues.
- It is not clear how the force has made the link between the threats and risks that it has identified in its threat assessment and the provision of armed capability. In particular, the number and positioning of authorised firearms officers, the number of Gold, Silver and Bronze Commanders and post-incident managers, the number of officers in its tactical firearms team, and the rationale for training in some of the more extreme tactics. There was no evidence to show that the threat assessment was used to ascertain or confirm that current resource levels were adequate.
- The force has not trained its firearms officers in relation to the response to chemical, biological, radiological, nuclear incidents. The force does, however, have the necessary trainers at its disposal and intends to rectify the situation as a priority.
- There is sometimes a lack of availability of dogs that are trained to work at firearm

*Warwickshire Police - Baseline Assessment
October 2005*

incidents and this has led to deployment of officers at incidents without them. A mutual aid arrangement does exist with West Midlands Police to cover such shortages and the force has reinforced that this option should be used in the event of the future non-availability of its own resources.

5C Roads Policing

Good

Stable

Strengths

- During 2004/05 the number of road traffic collisions resulting in death or serious personal injury per 100 million vehicle kilometres travelled was lower than the MSF and national averages.
- The ACC (SO) has responsibility for roads policing within Warwickshire and also has a leading role in the central motorway patrol group, a consortium of four forces responsible for policing the motorways in the region. He promotes good working relationships with other agencies, this being particularly evident in respect of the Highways Agency with whom he has regular meetings to develop arrangements for the improvement of road safety within the Midlands region.
- The roads policing unit (RPU) plan is well formulated and reflects national priorities. This ensures that the unit is actively involved not only in casualty reduction and enforcement issues but also in the targeting of criminal activity, which has led to good results.
- The RPU has targets that cover all key activities and processes. To ensure accountability, performance indicators are maintained at team level and overall unit performance is monitored at the operations team performance review chaired by the ACC (SO).
- A commitment to the reduction of casualties is evidenced through a number of well-developed partnership arrangements that are in existence. These include the driver improvement scheme, speed awareness workshops, Bikesafe and active involvement in the camera safety partnership, which is chaired by the chief superintendent (operations).
- The force ensures its professionalism in the investigation of road fatalities by fully adopting the *ACPO Road Death Investigation Manual*. This is underpinned by a commitment to the training of sufficient specialist resources including SIOs, family liaison officers and collision investigators.
- Roads policing activity is intelligence led, based on the principles of the NIM and the force deployment strategy. The RPU is integrated into the force's level 2 tasking and co-ordination process. This is underpinned by a specialist analytical capability that also informs the patrol and hotspot tasking process.
- The use of ANPR is embedded within the tasking and co-ordination process at both force and BCU level. This is recognised as an important tool in tackling both roads policing and crime issues.

Areas for Improvement

- There are currently four inspectors within the RPU; these officers also act as cadre Inspectors. The force has identified that this dual role is detrimental to effective supervision within the roads policing function. Therefore, to enable more focused attention to roads policing, the force intends to reduce the number of Inspectors to two but remove their cadre responsibility.

*Warwickshire Police - Baseline Assessment
October 2005*

- While good use of ANPR within the force is acknowledged, the lack of the 'back office' application, which is the gateway to the national data centre for ANPR, is impacting on force capability and is proving frustrating to operational officers. The force is aiming to adopt this system as soon as it is available.

6 Resource Use (Domain B)

Overall the HR function is well managed with appropriate links to performance and proper prominence being given to health and safety and welfare issues. The force has a clear vision of a future diverse workforce and has taken positive action to achieve this, with an encouraging increase in recruitment from the BME community. Less encouraging is the higher voluntary resignation rate for female officers and their relative lack of progression within the organisation. The force is, however, aware of these issues and is seeking to address them. Training and development is an area where the force is underachieving; however, this is recognised and planned remedial action should lead to improvements in the next 12 months. In respect of resource management, the current shift system is proving a barrier to improvements in service delivery and this is currently subject of review. In relation to science and technology management, while the force has made significant investment over the last four years, much remains to be done especially in respect of system integration and the upgrading of the network infrastructure. Firm plans are in place in relation to the upgrade of the infrastructure, which is to take place by the autumn of 2005. The NIM is the final framework within this domain and while it is clear that the NIM is influencing service delivery, there is a knowledge gap among some officers, which the force will wish to address.

6A Human Resource Management

Good	Stable
------	--------

Strengths

- The number of working hours lost due to sickness by police officers and police staff in 2004/05 was well below both the MSF and national averages.
- The force has a costed HR plan. The plan is contributed to by all of the HR managers and is reviewed annually. An action plan is integral to the HR plan. This contains strategic intentions that are linked to performance and that support force priorities.
- Delivery of the HR plan is monitored at the quarterly force performance board and by the PA HR subcommittee, which meets five times yearly. A menu of national and local performance indicators is used to measure success.
- The DCC chairs the force health and safety executive committee, which also includes representation from the PA. Each area has its own health and safety committee that links into the force level meeting structure. Both staff associations and unions consider that good systems and structures are in place around health and safety management.
- The force has a health and safety strategy with an accompanying action plan; this is monitored by the health and safety executive committee. A traffic-light style risk assessment identifies the most critical actions to ensure that appropriate priority is given to these.
- Health and safety 'near miss' incidents are recorded in real time onto the National Strategy for Police Information Systems (NSPIS) HR system. All near misses are graded, with the most significant being reviewed at the health and safety executive committee and others at area committee level; examples exist of policy

amendment as a result of such incidents.

- All managers have undertaken IOSH managing safety training. Training has also been delivered across the force in relation to manual handling and risk assessment. The number of injuries on duty across the force has reduced considerably.
- A quality of working life audit was carried out during the summer of 2004. The results of the audit have been published to staff and an action plan has been agreed to address issues brought out in the audit.
- The force has good employee relations mechanisms in place and excellent working relations with staff associations and unions.
- Members of staff who do not take sickness absence days within a 12-month period are rewarded with an extra day's leave in the next year plus an extra day at the end of their service.
- The HR department takes ownership of monitoring sickness absence and contributes to the delivery of performance in this area. Each area has an absence management meeting, attended by the area personnel manager and a member of the occupational health team. There is also an area restricted officers meeting which is chaired by the employee relations manager.
- The occupational health department is also proactive in managing sickness absence, providing support to individuals and developing health promotion activities. At force level, there is a strategic occupational health committee that agrees strategy and development in this area.

Areas for Improvement

- While the performance and development review system has been improved and is now compliant with Home Office guidelines, there is some work to be done around monitoring of consistency, effectiveness and completion rates. This is recognised by the force and an audit function within HR is planned to deal with these issues.
- The force has a range of policies on work life balance, which ensure that legislation is fully complied with. However, it is recognised that this needs to be brought together and a strategy for work life balance will be developed during 2005/06.
- There is no formal succession planning process. This leads to what is described as a 'fire-fighting' approach to filling vacancies. The force is aware that this is an area for development and HMIC would encourage it to seek improvements to its current arrangements.
- The HR function has demonstrated a willingness to learn, an example being the conducting of a review of retention issues. A new exit interview policy has resulted from this; however, line managers conduct such interviews and support networks see this as a potential barrier to honesty in the process. The force may wish to review this situation.

6B Training and Development

Poor	Improving
------	-----------

Strengths

- The force has developed a training strategy which is well aligned to guidance contained within relevant Home Office circulars, and which is linked to the force's people strategy, there is a good improvement plan that is well monitored.
- The force has produced a detailed costed training plan adhering to the principles of the national costing model and makes good use of associated management information including regional cost comparisons.
- The training plan is monitored internally by the strategic training board and by the PA, through its training panel, both on a quarterly basis. This monitoring takes into account actual places taken up by clients compared with projected targets, and includes spend compared with budgets for externally provided training.

Areas for Improvement

- No robust client/contractor relationship has been embedded within the force. While the introduction of the strategic training board provides the mechanism to develop this relationship at a strategic level, the effectiveness of this group still remains untested. A review of the terms of reference for this group needs to be undertaken to ensure its role as the senior client group is underwritten, and also so that the role of the training and development department is clearly seen to be that of a senior contractor.
- The communication and consultation role performed currently by two training and development advisors in linking the centre to departments and areas is encouraging, but concern is raised about whether there is sufficient resilience within these portfolio holders to achieve tasks required from them.
- The head of training and development (HoTD) is not responsible for all training within the force, with firearms and dog training under the management of the operations department. Nor is the HoTD professionally responsible for the standards and quality of training carried out within this department.
- A recent departmental review had taken place and the change process was causing concern for some managers. Some staff felt that management responsibility within the department was not evenly distributed and some doubt and confusion arose with regard to the level of management responsibility held by the project advisor and training evaluator. The force is encouraged to embark upon further stakeholder dialogue in order to address these concerns, and to ensure the resilience of the training management team.
- The force has gone some way to utilising guidance within *Managing Learning* to underpin its emerging training planning and prioritisation processes. A number of issues within *Diversity Matters* are being addressed within the force, particularly through the DDC. However, there is little or no monitoring of specific actions within any HMIC documents, or the ability to easily audit trail any resultant work.
- The development of the improvement plan had only recently taken place and had

yet to conform to SMART principles (specific, measurable, achievable, realistic, timely). Furthermore, the plan did not encompass a number of force-wide development issues that will need attention to ensure a climate of continuous improvement exists for training and development activities across the force.

- The force does not have a quality assurance (QA) policy, nor does the HoTD have force-wide professional responsibility for the QA aspects of training. While some elements of QA practice were evidenced, these were found to be inconsistently applied and often undertaken as a result of professional diligence by trainers and managers, rather than required by a formal and audited process.
- Only limited work has been undertaken to date by the force in relation to community involvement. This is limited to training delivery around probationer training, diversity training, and vulnerable witness training. There is no such involvement in training needs analysis or design. The force acknowledges that further work needs to take place and has signalled its intention to utilise the Association of Police Authorities' document *Involving Communities in Police Learning and Development* to aid and support this work.
- The force has applied the principles of best value to its Citizen Focus programme, which ran within the force communications centre. While this demonstrates application in principle of the 4Cs (compare, consult, challenge compete) there is no explicit requirement within policy or procedure that requires such consideration in relation to any new training events.
- Area reviews carried out by ACPO do not explicitly feature performance development review (PDR) issues, nor is there a central monitoring function undertaken by HR in relation to qualitative standards.
- Business planning for training follows the force business planning cycle and falls into line with the force strategic planning process for the purpose of budget bidding. The specification of the training requirement is arrived at by January, after prioritisation, and subsequently agreed and signed off by the PA in March. At present the budget-setting process has yet to be influenced by the developing costed training plan work.

6C Race and Diversity

Good

Strengths

- During 2004/05 the ratio of officers from BME communities resigning to all other officer resignations was considerably less than the MSF or national averages.
- The DCC personally chairs the force DDC, which has overall responsibility for the achievement of a diverse workforce representative of the local community. The force has a clear vision of a future diverse workforce and an action plan has been developed to deliver this.
- Following the national Commission for Racial Equality report on the quality of police service race equality schemes, the force has developed its own scheme and action plan for 2005–08. The scheme has been subject to peer scrutiny by West Mercia Constabulary and is publicly available on the force website.
- Core HR processes such as promotion, selection and delivery of training are reviewed for fairness, disproportionality or other adverse effect and the results reported to the SIG with responsibility for the relevant area of diversity.
- An outreach officer has been employed. This officer works closely with the recruitment team in the development of relationships with BME communities. Such relationship building has included the delivery of information seminars at Muslim and Sikh community centres. As a consequence of the positive action taken by the force the percentage of recruits from BME groups has risen to 8.5% in 2004/05 from 2% the previous year. This is well above the national average.
- Race and diversity training is regarded as priority training by the force and is undertaken by all police officers and police staff. There is involvement of members from diverse communities in training delivery; this helps staff to understand more easily the impact of police action on these communities.
- The force monitors all grievance and discipline cases to ensure that there is fairness and appropriate application of procedures.
- The force encourages a range of support networks and provides appropriate budgets and consultation opportunities. Most recently a support network for gay members of staff, the Rainbow Employee Network, and a disability support group have been developed.

Areas for Improvement

- During 2004/05 the percentage of female police officers compared with the overall force strength was just below the MSF and national averages. It is recognised, however, that most recently there has been a significant increase in the number of female police officer recruits.
- During 2004/05 there has been a much higher voluntary resignation rate for female police officers than for male officers.
- The diversity strategy has an accompanying action plan and is reviewed annually.

*Warwickshire Police - Baseline Assessment
October 2005*

The force acknowledges, however, that external consultation is currently not comprehensive due to the developing nature of its formal IAGs. This has been identified as an area for development and the force is currently working with the PA to address this.

- The force has introduced an action plan to improve the progression of female officers. However, female officers are not currently proportionately represented in certain specialist departments eg the Criminal Investigation Department and the operations department. While the introduction of flexible working policies should have assisted in addressing this, the reality is that female officers are still not applying for certain posts.

6D Resource Management

Fair	Stable
------	--------

Strengths

- Nearly 94% of all police officers are engaged in operational policing. This is a rise of nearly 5% over 2003/04 and is well above both the MSF and national averages.
- In 2004/05 the total spending on policing in Warwickshire per 1,000 population was slightly below the MSF average but significantly lower than the national average.
- The level of general reserves was standing at £2 million at the end of the financial year 2003/04, and while the final figure for 2004/05 was not finalised at the completion of this assessment, HMIC is advised by the force that it would be broadly similar. This level of reserve relative to overall budget compares favourably with other forces.
- The district auditor has given an unqualified opinion on the accounts of the force and there is an absence of serious concerns in the management letter.
- The director of finance is a member of the force performance board and chief officers group. He has overall responsibility for the production of a rolling five-year medium-term financial plan, which informs the PA and chief officers of the likely resources and demands on spending. To ensure integration with operational planning, the strategy, underlying plan and impact on resources and finance are all considered at joint PA/force strategic workshops. The PA is also engaged in shorter-term planning, being regularly supplied with reports covering revenue and capital for the current year.
- Considerable developments have taken place within the area of resource management. A strategic establishment group chaired by the DCC oversees activity. A resource allocation formula is used to ensure equitable distribution of resource, a resource planning manager is in post and NSPIS HR duty management system has recently been introduced.
- In order to provide clarity around governance arrangements, a protocol exists between the force finance director and the PA treasurer that clearly defines their respective roles.
- The PA employs a business enterprise manager with responsibility for improving sponsorship and income generation and also to effect efficiency savings and drive down costs.
- The force has been successful in delivering the required efficiencies in accordance with the Gershon agenda. Examples exist of the exploitation of opportunities for collaboration in order to provide increased efficiency and these include the Northern Justice Centre and the East Midlands air support unit.
- The finance function has 11 fully qualified accountancy staff including five area finance managers, which is a high ratio compared with many other forces. There is therefore sufficient expertise to ensure effective resource management.

- The introduction of an electronic purchasing system has given the procurement department data on spend patterns, which is being used to prioritise procurement resource. This information is being used to identify savings related to external spend and internal efficiencies.

Areas for Improvement

- The current system of 12-hour shifts has been identified as an issue. While this is popular with most staff, it is inflexible from a service delivery prospective. In particular, concerns about resilience have been expressed and the four-day rest pattern affects the ability of officers to conduct expeditious enquiries in relation to incidents. The force is currently reviewing this situation.
- While there is devolution of budget to areas and departments, area budgets appeared underfunded. Overspends in 2004/05 were settled through contingency funding. However, early indications are that this trend is continuing in 2005/06. A review of cost centre management (commenced late 2004) aims to provide a long-term solution to this structural issue and prevent reoccurrence.
- In the Audit Commission national activity-based costing (ABC) data quality report issued in May 2005 the results for the force are shown as:
 - 2003 issues – good
 - Costing – weak
 - Internal controls – good
 - Information sources – good
 - Reasonableness – poor
 - Use of costing data – poor
- The force has not yet fully demonstrated its commitment to implement the national ABC model. It now needs, with the support of the authority, to consider how it can improve its performance, especially in the use of activity analysis and in delivering this key element of management information to drive the linking of resources to performance. Progress will be monitored on an annual basis by the Audit Commission with results included in future baseline assessments.
- The force does have a transport services strategy; however, it has been identified that a best value review of the vehicle fleet is needed to establish whether the number of vehicles is adequate or overprovided for operational needs. This is planned for autumn 2005. The review will need to include an evaluation of vehicle utilisation and associated vehicle mileage.

6E Science and Technology Management

Fair	Stable
------	--------

Strengths

- The DCC is the portfolio holder for science and technology management. Day-to-day management of the function lies with the head of IT who is a member of the force performance board and force policy group and generally occupies the senior supplier role on programme and project boards. Through these roles he has the direct ability to influence strategy, policy and procedures.
- Effective structures exist in order to deliver sound programme and project management. An annual tactical programme of business change initiatives is reviewed and assessed within the force's overall business planning cycle. This allows for modifications to the programme as may be necessary to take account of new initiatives or directives.
- The force is responding to important national developments within its current IT change programme. This includes dealing with the outcomes of the Bichard Inquiry and its recommendations relating to intelligence sharing.
- The information systems (IS)/IT function has a clear SLA to determine service standards and govern delivery, in terms of helpdesk performance, response times, etc.
- The force has taken a leading role in the delivery of NSPIS custody and case preparation. It also leads the way in areas of joined-up criminal justice working through the creation of the Northern Justice Centre and implementation of the CJIT Exchange and Victims and Witnesses initiatives, each of which has successfully passed the rigorous external gateway review processes.
- The IS/IT function has conducted a department-wide review of skills, knowledge and experience using an outside consultancy, to draw up individual development plans for all permanent members of staff that reflect both corporate and individual development needs. This exercise has resulted in two training initiatives in the areas of prioritisation and customer service delivery across the department.

Areas for Improvement

- The force IT strategy is in excess of three years old with many of its objectives having already been achieved. It is acknowledged that this now needs updating and there are plans to do so within the financial year 2005/06.
- The force intelligence system, command and control, custody and crime recording are not integrated and do not allow for the sharing of data across systems.
- The force still awaits delivery of a new electronic crime-recording system. This should have been installed approximately two years ago but supplier problems have prevented this. The lack of real-time crime information is a source of frustration throughout the organisation. The force is acutely aware of this and is actively seeking a solution.
- While the force has made a significant investment in IT over the last four years eg

*Warwickshire Police - Baseline Assessment
October 2005*

the website and intranet, the force network infrastructure is in need of modernisation to ensure that it meets the needs of modern systems and delivers the service standard demanded by users. A new infrastructure is now being put into place. Key dates for this are July 2005 for data network capability and October 2005 for telephony/call-handling capability.

- Customers find that trying to contact the IT helpdesk is a time-consuming process particularly at the busiest periods. In order to overcome this the IT department is encouraging reporting by email and voicemail. However, currently only a small percentage of contact is made in this way. It is acknowledged that more work needs to be done to market email and voicemail as the preferred way of contacting the helpdesk.
- The dedication of three police officer posts (inspector, sergeant and constable) to the policing requirements unit within the IT department should be kept under regular review to ensure a continuing justification for their abstraction from operational policing.

6F National Intelligence Model

Fair	Stable
------	--------

Strengths

- The NIM is clearly influencing service delivery at level 1. Both areas hold daily tasking meetings and these supplement the fortnightly meeting structure. During a BCU inspection in northern Warwickshire the inspection team attended an area tasking and co-ordination meeting and saw evidence of good targeting of individuals, locations and mention of preventative measures.
- At a regional level the National Criminal Intelligence Service has identified that Warwickshire and its regional partners (West Midlands, West Mercia and Staffordshire) have made a real commitment to regional TCG processes. This commitment has manifested through the formation of the RTF and RIU. The role of the RIU is to support the operational work of the RTF, manage the regional tasking and co-ordination process and improve the strategic understanding of serious and organised crime within the region.
- The force has recently invested in NIM training for senior managers. This has resulted in a clear understanding in the delivery of NIM at both force and BCU level with effective operation of the strategic TCG being evident. The training has also enhanced the operation of tasking and co-ordination meetings at levels 1 and 2 with good adherence to strategic priorities and use of the tactical options available.
- Systems are in place for managing the security of intelligence material and these are included as part of the force's NIM operating protocols.
- During BCU Inspections of both North and South Warwickshire, the active involvement of CDRP co-ordinators at TCG meetings was noted, with CDRP plans being taken into account for the strategic direction. Good information-sharing arrangements exist with partners and the current protocol around this is being further developed.
- The force has good links between the timing of level 1 and level 2 TCG meetings, with clear linkage between the tactical and strategic meetings also being evident.
- Progress has been made on all aspects of security, from limitation of access to buildings, the vetting of intelligence staff and technical restraints on access to databases. The Government Protective Marking Scheme is also well embedded throughout the organisation.

Areas for Improvement

- There are currently no procedures in place to monitor ongoing compliance with the NIM codes of practice. The force is aware that this is an area for development and is seeking to address it.
- While there was evidence that some individual supervisors had a satisfactory level of understanding of the NIM, there remains significant room for improvement if this is to become consistent across all sergeants and inspectors. The force may wish to consider how the introduction of a communication and information

strategy to support the NIM may assist in addressing the knowledge gap.

- The force has identified that an investment in technology and systems would lead to improvements around the briefing of operational officers. In recognition of this it has initiated a project to deliver the necessary improvements in accordance with the national briefing model.

7 Leadership and Direction

The chief officer team enjoys positive relationships with the PA, staff associations and support networks. Suitable consultative arrangements exist, thus ensuring appropriate involvement in the development of policy. The vision of 'Warwickshire, the safest place to be' is clearly articulated throughout the force. Underpinning this is the ambition of chief officers for the future improvement of the force by bettering performance across a number of significant areas. Performance is clearly an important issue, with the force performance board being personally chaired by the Chief Constable. It is, however, clear that the main focus of attention within the performance regime is the BCUs, and support departments will also need to be more robustly held to account if the ambition is to be fully realised.

7A Leadership

Good

Strengths

- The chief officer team maintains its visibility and accessibility to staff in a number of ways. These include spending one day a month in the operational environment, weekly meetings with key management and the initiation and attendance at roadshows in order to explain the policing plan. Accessibility is also maintained through the Link noticeboard, which provides direct email communication with chief officers.
- The vision of the force, 'Warwickshire, the safest place to be', is clearly articulated throughout the organisation, with good use being made of the internal intranet (Bear Connections), the in-house magazine (Bear Facts), roadshows and posters to promote this.
- The key principles of the organisation covering leadership style, service delivery, values and behaviours are clearly articulated and are included in a laminated card issued to every member of staff.
- The chief officer team has developed professional and productive relationships with the PA. The PA is involved at an appropriate level in the strategic development of the force and is updated regularly on force performance. Relationships have been further enhanced with the inclusion of PA members on team-building 'away days'.
- There is a strong commitment among chief officers to the mainstreaming of diversity. The DCC chairs the force DDC. The committee is made up of the heads of a number of SIGs that have been set up to take diversity further forward in those areas. The SIGs are employment, training and age; disability; gender; race and religion; sexual orientation; and youth. The DDC takes responsibility for delivery of the force diversity strategy.
- The chief officer team has clearly identified a future ambition for the improvement of the force. This is to be in the top quarter in relation to MSF performance, combined with improved community engagement in accordance with the Citizen Focus programme, timely intelligence and the development of increased capabilities in relation to critical incidents. The team is professionally competent with a good mix of complementary skills; these qualities will assist the force in achieving its ambitions.

*Warwickshire Police - Baseline Assessment
October 2005*

- The relationship between the chief officer team, staff associations and support networks is positive. There is good consultation in relation to force policies, and support networks representing the various strands of diversity are positively encouraged and feel valued.
- The morale of the force is gauged through regular meetings with staff associations and also through the use of staff surveys. A quality of working life survey has been conducted and an action plan implemented in order to address issues arising.

Areas for Improvement

- Succession planning, particularly at superintending rank, is not overtly obvious. The length of service of several post holders would indicate that this is an area that the force needs to address with some priority.
- There is no corporate staff suggestion scheme, albeit area-based schemes do exist. The force may wish to consider how the development of a scheme covering the whole force may contribute to a culture of innovation and learning.
- While overall senior managers consider the chief officer team to be approachable, there is no formal system in place for 360-degree appraisal. The force may wish to consider this as a means of enhancing leadership development.
- The force has under-invested in recent years in leadership development programmes specifically for police officers in the rank of sergeant and inspector. Her Majesty's Inspector would encourage the force to implement an appropriate training regime at the earliest opportunity.

7B Strategic Management

Good

Stable

Strengths

- The force has had a consistent vision for a number of years: 'Warwickshire, the safest place to be'. This has been developed in conjunction with the PA and is revisited at joint strategic conferences that are held quarterly. The vision is widely understood by staff.
- There is a clear and logical cascade of objectives and targets throughout the various levels of the force. The Chief Constable leads roadshows to present the plan and every member of staff receives a laminate card that outlines the key priorities.
- The force has aligned the timescales of the strategic and financial cycles. A programme of strategic planning workshops is held and these take account of financial restraint, the NIM strategic assessment, performance and national guidance. Ultimately through this process integration of finance and force policing plans are achieved.
- The force has a very positive working relationship with the PA. The PA is appropriately involved in the planning process and takes an active role in strategic workshops to align resource allocation to policing priorities.
- Developments have been undertaken within the area of resource management. A strategic establishment group chaired by the DCC oversees activity. A resource allocation formula is used to ensure equitable distribution of resource, a resource planning manager is in post and NSPIS HR duty management system has recently been introduced.
- There is active encouragement for staff to communicate with chief officers and other senior management via an open forum on the force intranet.

Areas for Improvement

- The police reform agenda is monitored at chief officer group meetings and good progress has been achieved in certain areas eg the recruitment of PCSOs. However, the force has identified that opportunities still exist for reductions in bureaucracy. Limited resources to tackle this issue are a barrier to greater achievements.
- The force is currently examining the issues of consultation with the community under the leadership of the ACC (TO) as part of the Citizen Focus programme. The intention is to better align service delivery with community needs and aspirations.
- While ABC information has been produced and widely shared across the organisation, the force recognises that greater use could be made of the data to further improve resource deployment and key operational processes. There is an intention to make improvements in this area in 2005/06.

**7C Performance Management and
Continuous Improvement**

Fair	Stable
------	--------

Strengths

- The chief officer team shows a strong commitment to performance issues and has clearly identified a future ambition for the improvement of the force. This is to be in the top quarter in relation to MSF performance, combined with improved community engagement in accordance with the Citizen Focus programme, timely intelligence and the development of increased capabilities in relation to critical incidents. Indeed good improvement is already emerging and this is particularly evident in the achievements made in the reduction and investigation of crime.
- The Chief Constable personally chairs the force performance board. This high-level commitment provides clear signals about the priority given to performance improvement within the organisation.
- Corporate performance is a standing agenda item on chief officer group meetings. Discussion in this area is further informed through the delivery of presentations by the force performance team. Such inclusion of performance at these meetings is a further demonstration of the importance the issue is given.
- Weekly meetings are held between members of the chief officer team and chief superintendents. Performance is a key feature of these meetings, which are informed through the provision of weekly performance information.
- Electronic performance information is circulated to the force every month through 'performance focus'; this provides clear information together with analysis and commentary. To supplement this weekly performance review is also promulgated down to sector level via the intranet.
- The PA is kept updated on performance issues through the routine sharing of performance information. This allows it an appropriate opportunity to review and monitor performance.
- The Best Value programme is enhanced through the active involvement of the PA. The programme appropriately focuses the majority of BV reviews on outward-facing services and areas of business that are likely to improve operational performance.

Areas for Improvement

- The force still awaits delivery of a new electronic crime-recording system. This should have been installed approximately two years ago but supplier problems have prevented this. The lack of real-time crime information is a barrier to further performance improvement, although daily performance data is available on the force intranet. The force is acutely aware of this and is actively seeking a solution.
- The baseline assessment process and policing performance assessment

framework relies heavily on the primary submission of data to the data collection group at the Home Office. In addition, this data is used to inform a range of official documents in the public domain, many of which attract the interest of the media. The force has failed on a number of occasions to ensure that such data is received in a timely fashion. The force should examine its performance management arrangements in order that improvement can be achieved.

- While the PDR process is used as a vehicle for personal objective setting, this is not robustly managed. Senior management has identified that there is generally an absence of a performance culture at constable and sergeant level and there is an intention to take positive action in order to address this.
- While there is an agreed framework in place to measure performance across all departments the current focus is clearly on the BCUs. The force would benefit from holding support departments to account as robustly as its BCUs.
- The force uses data from customer satisfaction surveys to inform its citizen focus. However, while some examples of resultant improvements to service delivery do exist, a wider programme of work arising from customer surveys is still at the planning stage.
- There are currently no resources dedicated to internal inspection work within the force and no evidence of internal inspection driving organisational development and performance improvement.

Warwickshire Police - Baseline Assessment
October 2005

Appendix 1: Performance Tables

1A: Fairness and Equality							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of victims of racist incidents very/completely satisfied with respect to the overall service provided (SPI 3a)	N/A	52.3%	N/A	47.6%	3 out of 6	48.6%	19 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided (SPI 3a)	N/A	70.5%	N/A	71.2%	3 out of 6	71.5%	24 out of 37
% of white users very/completely satisfied with respect to the overall service provided (SPI 3b)	N/A	62.1%	N/A	58.9%	1 out of 6	56.8%	11 out of 37
% of users from BME groups very/completely satisfied with respect to the overall service provided (SPI 3b)	N/A	48.9%	N/A	46.1%	3 out of 6	44.1%	16 out of 37
Difference between very/completely satisfied rates (SPI 3b)	N/A	13.1 pts	N/A	12.7 pts	N/A	12.7 pts	N/A
% of white users satisfied with respect to the overall service provided (SPI 3b)	N/A	79.3%	N/A	79.1%	3 out of 6	78.0%	16 out of 37
% of users from BME groups satisfied with respect to the overall service provided (SPI 3b)	N/A	75.9%	N/A	72.4%	3 out of 6	71.2%	15 out of 37
Difference between satisfied rates (SPI 3b)	N/A	3.35 pts	N/A	6.68 pts	N/A	6.8 pts	N/A
% of PACE stop/searches of white persons which lead to arrest (SPI 3c)	*	*	*	*	*	*	*
% of PACE stop/searches of persons from BME groups which lead to arrest (SPI 3c)	*	*	*	*	*	*	*
Difference between PACE arrest rates (SPI 3c)	*	*	*	*	*	*	*
% detected violence against the person offences for victims from BME groups (SPI 3d)	N/A	*	N/A	32.1%	*	24.7%	*
% detected violence against the person offences for White victims (SPI 3d)	N/A	*	N/A	35.9%	*	34.6%	*
Difference in violence against the person detection rates. (SPI 3d)	N/A	*	N/A	3.8 pts	N/A	9.9 pts	N/A
Difference between PACE stop/searches per 1,000 white and per BME population	*	*	*	*	*	*	*
Racially or religiously aggravated offences per 1000 population	0.36	0.43	18.7 %	0.47	3 out of 8	0.70	16 out of 42
% detected racially or religiously aggravated offences	38.0%	47.3%	9.3 Pts	46.4%	4 out of 8	36.4%	14 out of 43

1B: Neighbourhood Policing and Community Engagement							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of people who think that their local police do a good job (SPI 2a)	N/A	49.6%	N/A	47.0%	2 out of 8	48.6%	17 out of 42

* This data was not available at time of publication

Warwickshire Police - Baseline Assessment
October 2005

1C: Customer Service and Accessibility							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to making contact with the police (SPI 1a)	N/A	64.8%	N/A	69.3%	5 out of 6	65.9%	27 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to action taken by the police (SPI 1b)	N/A	60.7%	N/A	56.9%	2 out of 6	54.9%	12 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to being kept informed of progress (SPI 1c)	N/A	42.1%	N/A	41.1%	4 out of 6	38.8%	16 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to their treatment by staff (SPI 1d)	N/A	69.7%	N/A	71.9%	5 out of 6	69.5%	25 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to the overall service provided (SPI 1e)	N/A	61.4%	N/A	58.4%	1 out of 6	55.6%	10 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to making contact with the police (SPI 1a)	N/A	85.0%	N/A	89.2%	5 out of 6	87.8%	28 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to action taken by the police (SPI 1b)	N/A	77.3%	N/A	76.3%	3 out of 6	75.4%	17 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to being kept informed of progress (SPI 1c)	N/A	60.4%	N/A	60.2%	3 out of 6	58.5%	18 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to their treatment by staff (SPI 1d)	N/A	86.8%	N/A	88.9%	6 out of 6	87.8%	26 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to the overall service provided (SPI 1e)	N/A	79.2%	N/A	78.9%	3 out of 6	77.3%	15 out of 37
% of people who think that their local police do good job (SPI 2a)	N/A	49.6%	N/A	47.0%	2 out of 8	48.6%	17 out of 42
% of victims of racist incidents very/completely satisfied with respect to the overall service provided (SPI 3a)	N/A	52.3%	N/A	47.6%	3 out of 6	48.6%	19 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided (SPI 3a)	N/A	70.5%	N/A	71.2%	3 out of 6	71.5%	24 out of 37
% of PA buildings open to the public which are suitable for and accessible to disabled people	46.7%	46.7%	0 Pts	62.3%	5 out of 6	76.9%	30 out of 38

* This data was not available at time of publication

*Warwickshire Police - Baseline Assessment
October 2005*

2A: Reducing Hate Crime and Crimes Against Vulnerable Victims							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident (SPI 8a)	N/A	*	*	44.9%	*	55.7%	*
% of partner-on-partner violence (SPI 8b)	*	*	*	80.1%	-	74.1%	-
Racially or religiously aggravated offences per 1000 population	0.36	0.43	18.7 %	0.47	3 out of 8	0.70	16 out of 42
% detected racially or religiously aggravated offences	38.0%	47.3%	9.3 Pts	46.4%	4 out of 8	36.4%	14 out of 43

2B: Volume Crime Reduction							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) (SPI 4a)	5.3%	6.0%	0.7 Pts	6.0%	6 out of 8	5.3%	27 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime (SPI 4b)	18.7%	18.0%	-0.7 Pts	18.2%	4 out of 8	17.9%	24 out of 42
Domestic Burglary per 1,000 households (SPI 5a)	14.65	12.25	-16.4 %	10.29	7 out of 8	14.40	25 out of 43
Violent crime per 1,000 population (SPI 5b)	14.77	14.02	-5.1 %	16.74	2 out of 8	22.44	4 out of 42
Robberies per 1,000 population (SPI 5c)	0.88	0.68	-22.6 %	0.73	4 out of 8	1.68	19 out of 42
Vehicle crime per 1,000 population (SPI 5d)	13.97	12.79	-8.4 %	11.45	7 out of 8	13.99	27 out of 42
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.48	0.46	-2.4 %	0.41	7 out of 8	0.61	24 out of 42
Total recorded crime per 1000 population	88.03	83.06	-5.7 %	86.80	4 out of 8	105.37	12 out of 42
Violent Crime committed by a stranger per 1,000 population	5.69	5.21	-8.4 %	3.30	5 out of 6	9.87	13 out of 34
Violent Crime committed in a public place per 1,000 population	9.92	9.64	-2.9 %	6.97	5 out of 6	13.86	12 out of 34
Violent Crime committed under the influence of intoxicating substances per 1,000 population	3.20	3.41	6.8 %	2.75	5 out of 6	4.16	14 out of 32
Violent crime committed in connection with licensed premises per 1,000 population	1.79	1.85	3.3 %	0.95	6 out of 6	1.44	26 out of 32
% of domestic burglaries where the property has been burgled in the previous 12 months	7.9%	4.5%	-3.4 Pts	7.2%	1 out of 6	8.3%	7 out of 37

* This data was not available at time of publication

Warwickshire Police - Baseline Assessment
October 2005

2C: Working with Partners to Reduce Crime							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) (SPI 4a)	5.3%	6.0%	0.7 Pts	6.0%	6 out of 8	5.3%	27 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime (SPI 4b)	18.7%	18.0%	-0.7 Pts	18.2%	4 out of 8	17.9%	24 out of 42
Domestic Burglary per 1,000 households (SPI 5a)	14.65	12.25	-16.4 %	10.29	7 out of 8	14.40	25 out of 43
Violent crime per 1,000 population (SPI 5b)	14.77	14.02	-5.1 %	16.74	2 out of 8	22.44	4 out of 42
Robberies per 1,000 population (SPI 5c)	0.88	0.68	-22.6 %	0.73	4 out of 8	1.68	19 out of 42
Vehicle crime per 1,000 population (SPI 5d)	13.97	12.79	-8.4 %	11.45	7 out of 8	13.99	27 out of 42
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.48	0.46	-2.4 %	0.41	7 out of 8	0.61	24 out of 42
Total recorded crime per 1000 population	88.03	83.06	-5.7 %	86.80	4 out of 8	105.37	12 out of 42

3A: Investigating Major and Serious Crime							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.48	0.46	-2.4 %	0.41	7 out of 8	0.61	24 out of 42
Number of abductions per 10,000 population	0.	0.	0 %	0.01	2= out of 8	0.016	3= out of 42
% of abduction crimes detected	0.0%	0.0%	0 %	50.0%	N/A	34.9%	N/A
Number of attempted murders per 10,000 population	0.06	0.08	33.3 %	0.11	4 out of 8	0.14	15 out of 42
% of attempted murder crimes detected	66.7%	125.0%	58.3 Pts	78.9%	2 out of 8	72.7%	5 out of 43
Number of blackmail per 10,000 population	0.	0.1	N/A	0.15	2 out of 8	0.28	5 out of 42
% of blackmail crimes detected	0.0%	20.0%	N/A	28.7%	6 out of 8	26.2%	32= out of 43
Number of kidnappings per 10,000 population	0.308	0.19	-37.5 %	0.35	1 out of 8	0.53	4 out of 42
% of kidnapping crimes detected	31.3%	30.0%	-1.3 Pts	50.2%	8 out of 8	44.3%	38= out of 43
Number of manslaughters per 10,000 population	0.019	0.	-100 %	0.034	1 out of 8	0.025	1= out of 42
% of manslaughter crimes detected	0.0%	0.0%	0 %	70.4%	N/A	119.2%	N/A
Number of murders per 10,000 population	0.077	0.077	0 %	0.067	5 out of 8	0.138	13 out of 42
% of murder crimes detected	100.0%	100.0%	0 Pts	101.9%	3= out of 8	94.5%	13= out of 43
Number of rapes per 10,000 population	1.54	1.64	6.3 %	2.10	1 out of 8	2.65	5 out of 42
% of rape crimes detected	18.8%	24.7%	6 Pts	26.4%	6 out of 8	29.5%	30 out of 43

* This data was not available at time of publication

Warwickshire Police - Baseline Assessment
October 2005

3B: Tackling Level 2 Criminality							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Violent crime per 1,000 population (SPI 5b)	14.77	14.02	-5.1 %	16.74	2 out of 8	22.44	4 out of 42
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.48	0.46	-2.4 %	0.41	7 out of 8	0.61	24 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population (SPI 6c)	0.18	0.16	-10.9 %	0.20	N/A	0.25	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine (SPI 6c)	10.2%	11.8%	15.7 %	23.3%	N/A	21.9%	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to heroin (SPI 6c)	62.7%	44.7%	-28.7 %	44.5%	N/A	43.7%	N/A
Number of joint operations between the force and NCS	*	*	*	*	N/A	3.94	N/A
Number of joint operations between the force and Revenue and Customs	*	*	*	*	N/A	6.78	N/A
No. of confiscation orders	10	6	-40 %	12.4	N/A	43.16	N/A
Total value of confiscation orders	£215,809	£12,465	-94.2 %	£548,743	N/A	£1,179,340	N/A
No. of forfeiture orders	9	1	-88.9 %	4.9	N/A	18.21	N/A
Forfeiture value	£340,288	£490	-99.9 %	£4,883	N/A	£79,822	N/A
Trafficking in controlled drugs per 1000 population	0.44	0.34	-23 %	0.3	6 out of 8	0.45	19 out of 42
% detected trafficking in controlled drugs offences	97.8%	98.3%	0.5 Pts	92.6%	3 out of 8	91.7%	9 out of 43

3C: Investigating Hate Crime and Crime Against Vulnerable Victims							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident (SPI 8a)	N/A	*	*	44.9%	*	55.7%	*
% of partner-on-partner violence (SPI 8b)	*	*	*	80.1%	*	74.1%	*
Racially or religiously aggravated offences per 1000 population	0.36	0.43	18.7 %	0.47	3 out of 8	0.7	16 out of 42
% detected racially or religiously aggravated offences	38.0%	47.3%	9.3 Pts	46.4%	4 out of 8	36.4%	14 out of 43

*Warwickshire Police - Baseline Assessment
October 2005*

3D: Volume Crime Investigation							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% detected of vehicle crimes (SPI 7e)	14.0%	18.8%	4.8 Pts	11.9%	1 out of 8	10.1%	4 out of 43
% detected of violent crime (SPI 7c)	56.5%	59.9%	3.4 Pts	56.8%	4 out of 8	49.5%	15 out of 43
% detected of domestic burglaries (SPI 7b)	18.0%	25.7%	7.7 Pts	20.0%	2 out of 8	15.9%	6 out of 43
% detected of robberies (SPI 7d)	27.9%	23.5%	-4.3 Pts	23.4%	4 out of 8	19.9%	26 out of 43
% of notifiable/recorded offences resulting in a charge, summons, caution or taken into consideration at court (SPI 7a)	18.8%	21.6%	2.8 Pts	22.1%	5 out of 8	21.4%	31 out of 43
% total crime detected	25.0%	27.0%	2.1 Pts	26.9%	5 out of 8	25.7%	25 out of 43
% sanction detected of vehicle crimes	13.0%	16.7%	3.8 Pts	11.0%	1 out of 8	9.3%	3 out of 43
% sanction detected of violent crime	31.1%	37.7%	6.6 Pts	38.6%	4 out of 8	34.3%	23 out of 43
% sanction detected of domestic burglaries	15.7%	19.8%	4 Pts	17.6%	4 out of 8	14.3%	10 out of 43
% sanction detected of robberies	24.8%	22.7%	-2.1 Pts	20.8%	3 out of 8	17.2%	22 out of 43
% detected racially or religiously aggravated offences	38.0%	47.3%	9.3 Pts	46.4%	4 out of 8	36.4%	14 out of 43
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6a)	8115	9483	16.9 %	18106	N/A	27381	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6b)	18.4%	22.0%	3.6 Pts	21.1%	3 out of 8	20.7%	23 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population (SPI 6c)	0.18	0.16	-10.9 %	0.20	N/A	0.25	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine (SPI 6c)	10.2%	11.8%	15.7 %	23.3%	N/A	21.9%	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to heroin (SPI 6c)	62.7%	44.7%	-28.7 %	44.5%	N/A	43.7%	N/A

*Warwickshire Police - Baseline Assessment
October 2005*

3E: Forensic Management							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Burglary Dwelling - % scenes examined	80.0%	93.3%	13.3 Pts	88.1%	2 out of 8	85.4%	11 out of 42
Theft of motor vehicle (MV) - % scenes examined	50.0%	54.4%	4.4 Pts	56.7%	6 out of 8	40.1%	15 out of 42
% fingerprint recovery from burglary dwelling scenes examined	36.0%	32.7%	-3.3 Pts	40.9%	8 out of 8	32.1%	29 out of 42
% fingerprint recovery from theft of MV scenes examined	41.0%	56.3%	15.3 Pts	52.5%	4 out of 8	48.9%	16 out of 42
% DNA recovery from burglary scenes examined	6.0%	7.1%	1.1 Pts	9.5%	6 out of 8	8.2%	28 out of 42
% DNA recovery from theft of MV scenes examined	8.0%	17.0%	9 Pts	19.4%	5 out of 8	20.1%	25 out of 42
% fingerprint idents from recovery at burglary dwelling scenes	21.0%	18.8%	-2.2 Pts	15.6%	2 out of 8	16.8%	15 out of 42
% DNA matches from recovery at burglary dwelling scenes	*	29.9%	N/A	37.6%	6 out of 8	35.5%	31 out of 42
% DNA matches from recovery at theft of MV scenes	*	36.7%	N/A	38.2%	5 out of 8	38.3%	22 out of 42
% fingerprint idents from recovery at theft of MV scenes	19.0%	25.9%	6.9 Pts	23.8%	3 out of 8	27.9%	22 out of 42
% conversion of fingerprint idents to primary detections	30.0%	34.2%	4.2 Pts	48.5%	7 out of 8	45.3%	35 out of 41
% conversion of fingerprint idents to total detections (incl. secondary)	57.0%	66.4%	9.4 Pts	76.3%	7 out of 8	82.5%	30 out of 41
% DNA primary detections per match	53.0%	43.5%	-9.5 Pts	51.3%	6 out of 8	49.5%	35 out of 42
% DNA total detections per match (incl. secondary)	83.0%	90.8%	7.8 Pts	76.2%	4 out of 8	88.7%	25 out of 42

3F: Criminal Justice Processes							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6a)	8115	9483	16.9 %	18105.8	N/A	27380.9	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6b)	18.4%	22.0%	4 Pts	21.1%	3 out of 8	20.7%	23 out of 42
% of arrest summons entered onto the PNC in one day (target 90%)	59.0%	75.4%	16.4 Pts	83.0%	7= out of 8	82.0%	37 out of 43
% of court results entered onto the PNC in 10 days	21.9%	43.9%	22 Pts	51.1%	4= out of 8	54.5%	30 out of 43
Number of sanction detections	8,588	9,315	8.5 %	18,955.1	N/A	27,659.4	N/A
PYO's arrest to sentence within 71 day target (from COMPASS)	*	*	*	*	*	*	*
Prosecution Team performance measurement - using COMPASS data	*	*	*	*	*	*	*
Management and targeted execution of warrants (COMPASS)	*	*	*	*	*	*	*
Implementation of pre-charge advice and monitoring of 47(3) bail (COMPASS)	*	*	*	*	*	*	*

* This data was not available at time of publication

*Warwickshire Police - Baseline Assessment
October 2005*

4A: Reassurance							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
BCS Fear of Crime (% very worried about burglary) (SPI 10a)	11.6%	7.2%	-4.4 Pts	10.6%	1 out of 8	11.3%	4 out of 42
BCS Fear of Crime (% high levels of worry about vehicle crime) (SPI 10a)	14.9%	9.5%	-5.5 Pts	12.1%	3 out of 8	12.5%	10 out of 42
BCS Fear of Crime (% high levels of worry about violent crime) (SPI 10a)	14.3%	9.9%	-4.4 Pts	15.6%	1 out of 8	15.1%	8 out of 42
BCS Feeling of Public Safety (% high levels of perceived disorder) (SPI 10b)	13.8%	10.4%	-3.3 Pts	13.8%	3 out of 8	15.8%	8 out of 42
% of reported domestic violence incidents that involved victims of a reported domestic violence incident in the previous 12 months.	*	22.1%	*	36.9%	2 out of 6	37.8%	7 out of 34
% of domestic burglaries where the property has been burgled in the previous 12 months	7.9%	4.5%	-3.4 Pts	7.2%	1 out of 6	8.3%	7 out of 37

4B: Reducing Anti-Social Behaviour and Promoting Public Safety							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled (SPI 9a)	*	4.48	*	5.17	*	5.69	7 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	*	0.72	*	0.59	6 out of 7	0.51	30 out of 34

5A: Call Management							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
The local target time for answering 999 calls (secs)	15.	15.	0 %	11.71	N/A	11.1	N/A
Number of calls answered within local target time	71,197	75,743	6.4 %	124,903	N/A	254,988	N/A
% of 999 calls answered within locally set target time	89.0%	94.6%	5.7 Pts	88.4%	1 out of 7	87.3%	6 out of 39

*Warwickshire Police - Baseline Assessment
October 2005*

5B: Providing Specialist Operational Support							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Total number of operations involving the authorised deployment of Authorised Firearms Officers where the issue of a firearm was authorised	164	126	-23.2 %	185.1	N/A	378.5	N/A
Number of operations where the officers have not commenced operations before being stood down	1	4	300 %	28.6	N/A	22.5	N/A

5C: Roads Policing: Annual indicators							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled (SPI 9a)	*	4.48	*	*	1 out of 7	5.69	7 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	*	0.72	*	0.59	6 out of 7	0.51	30 out of 34

6A: Human Resource Management							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Number of working hours lost due to sickness by police officers (SPI 13a)	74.05	60.25	-18.6 %	82.49	2 out of 8	70.57	7 out of 37
Number of working hours lost due to sickness by police staff (SPI 13b)	73.31	44.35	-39.5 %	67.72	1 out of 8	63.72	4 out of 37
Medical retirements per 1,000 police officers	3.96	2.96	-25.1 %	3.49	4 out of 7	2.9	21 out of 39
Medical retirements per 1,000 police staff	0.	1.03	*	2.1	2 out of 7	2.16	11 out of 39

* This data was not available at time of publication

*Warwickshire Police - Baseline Assessment
October 2005*

6C: Race and Diversity							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of police recruits from BME groups (SPI 12a)	2.0%	8.5%	6.5 Pts	1.2%	N/A	3.9%	N/A
% of people from BME groups in the economically active population of the force area (SPI 12a)	N/A	4.4%	N/A	3.2%	N/A	8.0%	N/A
Ratio of BME groups resigning to all officer resignations (SPI 12b) (White officers: visible minority ethnic officers)	1: 1.22	1: 0	-100 %	1: 1.19	1= out of 7	1: 1.47	1= out of 37
% of female officers compared to overall force strength (SPI 12c)	19.4%	20.6%	1.1 Pts	22.0%	7 out of 7	21.2%	26 out of 42
% of female police staff compared to total police staff	61.6%	62.7%	1.1 Pts	63.1%	5 out of 7	62.3%	24 out of 42
% of white police officer applicants appointed	23.5%	10.7%	-12.8 Pts	19.2%	N/A	26.9%	N/A
% of BME police officer applicants appointed	6.3%	7.7%	1.4 Pts	10.2%	N/A	24.0%	N/A
Difference in % of applicants appointed	17	2.9	-1410 Pts	8.9 pts	N/A	2.8 pts	N/A
% of female police officer applicants appointed	20.0%	12.1%	-7.9 Pts	20.3%	N/A	29.1%	N/A
% of male police officer applicants appointed	23.6%	9.5%	-14.1 Pts	17.4%	N/A	24.2%	N/A
Difference in % of applicants appointed	3.61	2.6	-101 Pts	2.9 pts	N/A	4.9 pts	N/A
Difference between voluntary resignation rates of male and female officers	1: 1.36	1: 4.19	207.9 %	1: 1.55	7 out of 7	1: 1.41	39 out of 39

6D: Resource Management							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of police officer time available for frontline policing (SPI 11a)	*	*	*	*	*	*	*
% of time spent on frontline duties (including crime prevention activities) by all police officers and staff (including CSOs)	*	*	*	*	*	*	*
% of police officer time spent on visible patrol	*	*	*	*	*	*	*
% of police officers in operational posts	89.2%	93.8%	4.7 Pts	89.9%	2 out of 7	88.2%	9 out of 41
Total spending per police officer	£69,514.99	£73,126.61	5.2 %	£70,239.36	N/A	£121,668.41	N/A
Total spending per 1,000 population	£135,351.43	£142,461.01	5.3 %	£145,016.85	N/A	£320,496.85	N/A

* This data was not available at time of publication

Appendix 2: Glossary of Terms and Abbreviations

ABC	activity-based costing
ACC	assistant chief constable
ACPO	Association of Chief Police Officers
ANPR	automatic number plate recognition
ARV	armed response vehicle
ASB	anti-social behaviour
ASBO	anti-social behaviour order
BCS	British Crime Survey
BCU	basic command unit
BME	black and minority ethnic
BVR	Best Value Review
CBO	community beat officer
CDRP	Crime and Disorder Reduction Partnership
COMPASS	a national information technology system for tracking, managing and recording caseload information
CPU	child protection unit
DAMAT	domestic abuse multi-agency team
DCC	deputy chief constable
DDC	diversity development committee
DNA	deoxyribonucleic acid
DV	domestic violence
Gershon	Sir Peter Gershon's review for HM Treasury 'Releasing Resources for the Frontline: Independent Review of Public Sector Efficiency' July 2004 ISBN 1-84532-032-8
HMIC	Her Majesty's Inspectorate of Constabulary

*Warwickshire Police - Baseline Assessment
October 2005*

HoTD	head of training and development
HQ	headquarters
HR	human resource
IAG	independent advisory group
IS/IT	information services / information technology
LCJB	local criminal justice board
Level 2 Criminality	criminal activity that takes place on a cross-boundary basis
MAPPA	multi-agency police protection arrangements
MSF	most similar force(s)
MV	motor vehicle
NAFIS	National Automated Fingerprint Identification System
NCIS	National Criminal Intelligence Service
NCRS	National Crime Recording Standard
NCS	National Crime Squad
NIM	National Intelligence Model
NSPIS	National Strategy for Police Information Systems
Osman	Osman v UK (1999) 1 FLR 193 where the court established that in certain circumstances the State has a positive obligation to take preventive measures to protect an individual who is at risk from the criminal activities of others.
PA	police authority
PACE	Police and Criminal Evidence Act
PCSO	police community support officer
PDR	performance development review
PEC	police enquiry centre
PNC	Police National Computer

*Warwickshire Police - Baseline Assessment
October 2005*

POCA	Proceeds of Crime Act 2004
PPAF	police performance assessment framework
PYO	persistent young offender
QA	quality assurance
RPU	roads policing unit
RTC	road traffic collision
Sanction Detections	offences that are detected by way of charge, summons, caution, fixed penalty for disorder or offences admitted on a signed 'taken into consideration' schedule
SGC	specific grading criteria
SIG	special interest group
SIO	senior investigating officer
SLA	service level agreement
SOCO	scenes of crime officer
SPI	statutory performance indicators (SPIs) are used to monitor key aspects of police performance and form a critical component of performance assessments. SPIs are set each year following consultation with partners in line with powers under the Local Government Act 1999. SPIs are also known as 'best value performance indicators'
SSM	scientific support manager
TCG	tasking and co-ordination group
VIP	victim and witness information partnership
Volume Crime	not a technical term but normally refers to high incidence vehicle crime, burglary and in some areas robbery