

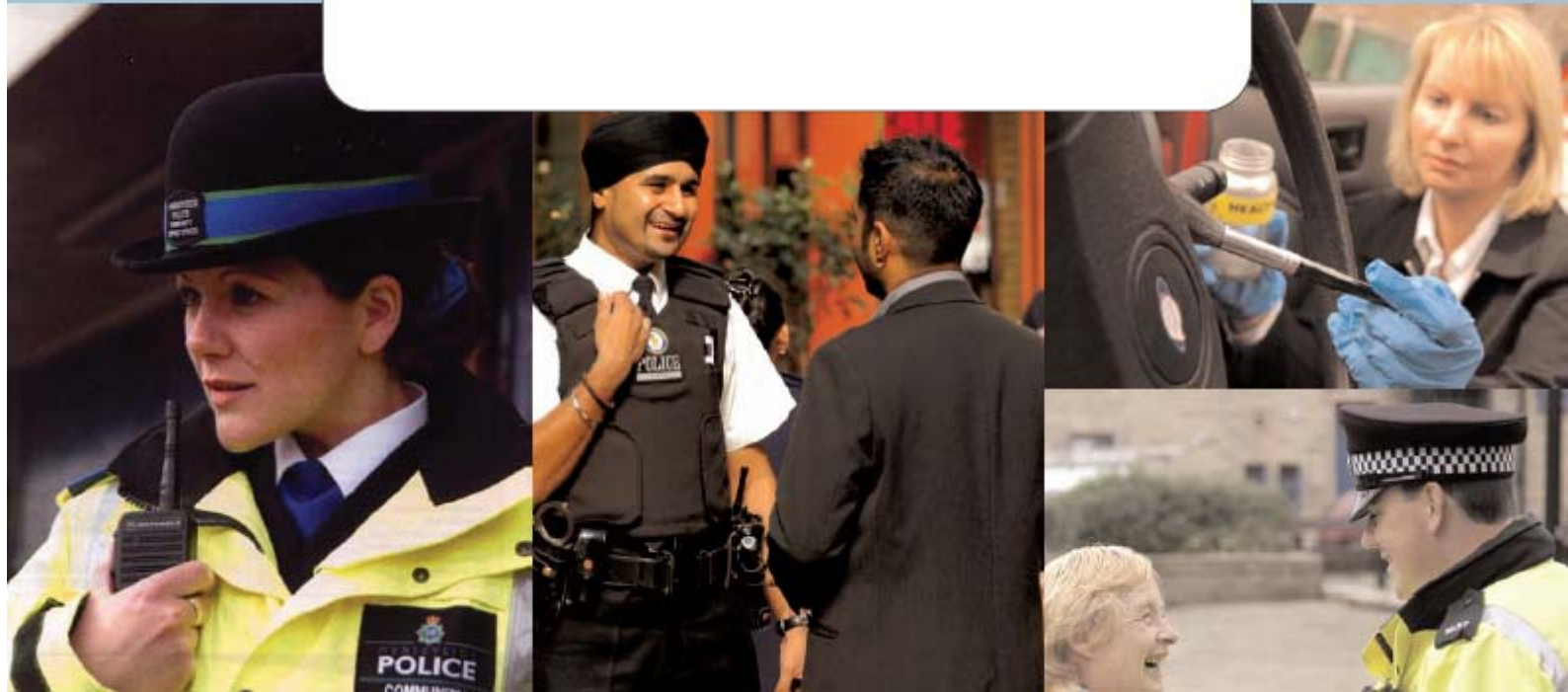
Her Majesty's Inspectorate of Constabulary



Warwickshire Police

Baseline Assessment

October 2006



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Appendix 1 Glossary of Terms and Abbreviations

Introduction to Baseline Assessment

Since March 2004, Her Majesty's Inspectorate of Constabulary (HMIC) has conducted a periodic, strategic-level performance review of each Home Office police force in England and Wales. For a range of policing activities, forces are assessed as delivering performance that is Excellent, Good, Fair or Poor. The process is known as baseline assessment (BA) and this report covers the assessment for the financial year 2005/06; performance outside this period is not taken into account in determining grades. The assessments focus on the high-level processes of police forces and their results. The assessments are undertaken by regional HM Inspectors, supported by experienced police officers and police staff on secondment.

BA is designed primarily as a self-assessment, with the degree of validation/reality-checking undertaken by HMIC dependent on a force's overall performance and the rigour of its internal assessment processes. It is important to recognise that BA is not a traditional inspection; rather, it helps HMIC focus its inspection effort where it is most needed. A formal statutory inspection may still be necessary where there is evidence of systemic underperformance and poor leadership.

In addition to the qualitative assessments contained in this report, force performance is also measured by a series of key quantitative indicators. The most important indicators are statutory performance indicators (SPIs), which are determined each year by the Home Secretary and which Police Authorities/forces must report to the Home Office. Examples of SPIs include crime incidence and detection rates, as well as relevant management information such as sickness absence and ethnic recruitment rates. Results for these SPIs are also graded using the Excellent, Good, Fair and Poor categories. These SPI grades are added to HMIC BA grades to provide a fuller picture of police performance; the joint results are published annually in October and can be found on the Internet at police.homeoffice.gov.uk/performance

Policing has undergone significant changes in recent years as the country adapts to new forms of terrorism and criminality. As policing is dynamic, so also must be the form of assessment. Dominating much of HMIC's recent thinking is the need for the service to modernise its workforce while providing better 'protective services', as identified in the *Closing the Gap* report published in 2005. On-site activity for the 2005/06 baseline concentrated on these areas, but could not – given ministerial priorities – ignore volume crime and the roll-out of neighbourhood policing. As forces and Police Authorities consider options for change to meet new challenges with constrained resources, a force-by-force balance sheet of strengths and areas for improvement is critical contextual information.

Priority Frameworks

Seven BA areas were designated as priority frameworks for on-site validation, to reflect the need to improve protective services and deliver key policing objectives. These were:

- managing critical incidents and major crime;
- tackling serious and organised criminality;
- providing specialist operational support;
- strategic roads policing;
- protecting vulnerable people;
- neighbourhood policing; and

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- leadership and direction.

These areas were the key focus of on-site validation by HMIC staff; the first five can be loosely classified as protective services. Other frameworks were assessed primarily by desktop reviews of the evidence submitted by forces, using the framework key issues and specific grading criteria (SGC) as an indicative guide.

Force Amalgamations

Following the challenges highlighted with regard to protective services capability and capacity in the summer of 2005, all forces undertook significant additional work on options to 'close the gap'. The Home Secretary directed that business cases should be prepared and submitted by December 2005. The BA report thus reflects, in many of the frameworks, activity and effort to produce and assess options for change. It is vital to acknowledge the energy and commitment given to the prospect of a major restructuring of the service, which inevitably gave rise to some turbulence during this period.

At the end of July 2006, the Home Secretary indicated that the restructuring of forces would not be pursued at this time. The agenda to improve protective services is to be advanced by forces and Police Authorities through alternative means such as collaboration. Progress to 'narrow the gap' between existing capability and that which is needed will be assessed by HMIC in future inspection activity.

The Grading Process

Forces have been graded for both service delivery and direction of travel. It is important to remember that, for most activities, delivery is measured through the use of most similar force (MSF) groups, whereby forces are compared with peers facing similar policing challenges. For direction of travel, the grade is awarded largely in respect of the force's own previous performance. A vital component of the grading process is SGC, which outlines, for each activity, what represents Excellent, Good, Fair and Poor levels of performance. The criteria were developed in conjunction with expert practitioners and Association of Chief Police Officers (ACPO) business/portfolio leads, who were also involved in the national moderation process to help ensure that these criteria were applied fairly and consistently.

Service delivery grade

This grade is a reflection of the performance delivery by the force over the assessment period 1 April 2005 to 31 March 2006. One of four grades can be awarded, according to performance assessed against the SGC (see full list of SGCs at <http://inspectors.homeoffice.gov.uk/hmic/methodologies/baseline-introduction/ba-methodology-06/?version=1>).

Excellent

This grade describes the highest level of performance in service delivery – eg top quartile, where relevant – and achieving full compliance with codes of practice or national guidance. It is expected that few forces will achieve this very high standard for a given activity. To achieve Excellent, forces are expected to have attained **all** the criteria set out in Fair and the vast majority of those set out in Good. In addition, two other factors will attract an Excellent grade:

- The force should be recognised, or be able to act, as a ‘beacon’ to others, and be accepted within the service as a source of leading-edge practice. Examples where other forces have successfully imported practices would be good evidence of this.
- HMIC is committed to supporting innovative forces and we would expect Excellent forces to have introduced and evaluated new ways of improving performance.

Good

Good is defined in the Collins dictionary as ‘of a high quality or level’ and denotes performance above the norm – in many cases, performance that is above the MSF average. To reach this standard, forces have to meet in full the criteria set out in Fair and most of the criteria set out in Good.

Fair

Fair is the delivery of an acceptable level of service. To achieve a Fair grading, forces must achieve all of the significant criteria set out in the Fair SGC. HMIC would expect that, across most activities, the largest number of grades would be awarded at this level.

Poor

Poor represents an unacceptable level of service. To attract this very critical grade, a force must have fallen well short of a significant number of criteria set out in the SGC for Fair. In some cases, failure to achieve a single critical criterion may alone warrant a Poor grade. Such dominant criteria will always be flagged in the SGC.

Direction of Travel Grade

This grade is a reflection of the force's change in performance between the assessment period and the previous year. For BA 2006, this is the change between the financial years 2004/05 and 2005/06. The potential grades for direction of travel are as follows.

Improved

This reflects a **significant** improvement in the performance of the force.

Stable

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This denotes no significant change in performance.

Declined

This is where there has been a significant decline in the performance of the force.

Good Practice

In addition to assessing force performance, one of HMIC's key roles is to identify and share good practice within the police service. Much good practice is identified as HMIC conducts its assessments; in addition, each force is given the opportunity to submit examples of its good practice. HMIC has selected three of these examples to publish in this report. The key criteria for each example is that the work has been evaluated by the force and is easily transferable to other forces. (Each force has provided a contact name and telephone number, should further information be required.) HMIC has not conducted any independent evaluation of the examples of good practice provided.

Future HMIC Inspection Activity

Although HMIC must continue to maintain a watching brief on all performance areas, it will become more risk-driven in its future inspection activity. Protective services will be the core of inspection programmes, tailored to capacity, capability and the likelihood of exposure to threats from organised criminality, terrorism and so on. Until its full implementation in April 2008, neighbourhood policing will also demand attention. Conversely, those areas where strong performance is signalled by SPI results, such as volume crime reduction and investigation, will receive relatively little scrutiny.

The Government has announced that, in real terms, there will be little or no growth in Police Authority/force budgets over the next three years. Forces will therefore have to maintain, and in some areas improve, performance without additional resources. This in itself creates a risk to police delivery and HMIC has therefore included a strategic financial assessment for all forces in its future inspection programme.

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Baseline Assessment 2006 Frameworks			
1 Citizen Focus (PPAF Domain A)			
1A Fairness and Equality in Service Delivery <ul style="list-style-type: none"> Equality of service delivery Community cohesion Engaging with minority groups Hate-crime reduction and investigation 	1B Neighbourhood Policing and Problem Solving <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 Operational activity to reassure communities Use of media to market success Uniformed patrol and visibility Extended police family Performance in reducing fear of crime 	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 Volume Crime Reduction <ul style="list-style-type: none"> Crime strategy Performance in reducing volume crime Levels of crime compared with peers Problem solving National Crime Recording Standard (NCRS) compliance 			

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3 Investigating Crime (PPAF Domain 2)		
3A Managing Critical Incidents and Major 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 Serious and Organised Criminality <ul style="list-style-type: none"> Crime that crosses basic command unit (BCU) and/or force boundaries Support for regional intelligence and operations Asset recovery (Proceeds of Crime Act – POCA) Effective targeted operations Quality packages with the Serious Organised Crime Agency (SOCA) 	3C Volume Crime Investigation <ul style="list-style-type: none"> Crime strategy Crime recording Investigative skills, eg interviewing Automatic number plate recognition (ANPR) Detection performance
3D Improving Forensic Performance <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 	3E Criminal Justice Processes <ul style="list-style-type: none"> Quality and timeliness of case files Custody management/prisoner handing Youth justice Police National Computer (PNC) compliance 	
4 Promoting Safety (PPAF Domain 3)		
4A Reducing Anti-Social Behaviour (ASB) <ul style="list-style-type: none"> Non-crime activities of crime and disorder reduction partnerships (CDRPs) and other partnerships Use of ASB legislation, tools, etc 	4B Protecting Vulnerable People <ul style="list-style-type: none"> Child abuse Domestic violence Multi-agency police protection arrangements (MAPPA)/sex offender management Missing persons 	
5 Providing Assistance (PPAF Domain 4)		
5A Contact 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 Strategic Roads Policing <ul style="list-style-type: none"> Effectiveness of arrangements for roads policing Integration/support for other operational activity Road safety partnerships

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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, Development and Organisational Learning <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 Managing Financial and Physical Resources <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 • Demand management 	6E Information 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 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

Geographical Description of Force Area

The county of Warwickshire is situated in the West Midlands region and covers an area of 764 square miles. The county consists of two areas, north and south, intersected by the city of Coventry and the metropolitan borough of Solihull. The north of the county (36% of the surface area) is more urban, with traditional legacy industries such as coal mining, textiles, cement production and heavy engineering. Much of this traditional industry is now in decline. The south of the county (64% of the surface area) is predominately agricultural with historic market towns and some tourism. The county is served by a good transport infrastructure including rail links and motorways. This, combined with the pleasant countryside, makes the county an attractive place for commuters to live. The central location of Warwickshire, along with its good transport links, has also brought about a growth in the logistics and service sector industries within the county.

Demographic Description of Force Area

The estimated population of Warwickshire in mid-2004 was 525,500. The north of the county had a population of 272,500 (52%) and the south 253,000 (48%). The population density in the northern part of the county, at 978 people per square mile, was considerably higher than that in the south, at 485 people per square mile. Despite the recent decline in manufacturing industry, this sector is still the biggest employer in the county, closely followed by wholesale and retail occupations. Average household incomes in the county are higher than the national average; however, there are some areas of social and economic deprivation across the county. Warwickshire's population is ethnically diverse, with sizeable black and minority ethnic (BME) communities in the districts of Nuneaton, Bedworth, Warwick and Rugby.

Structural Description of Force, including Staff Changes at Chief Officer Level

As of December 2005 Warwickshire Police employed 991 full-time equivalent police officers and 24 fixed-term contract police officers, making a total of 1,015 police officers (full-time equivalent). These officers were supported by 556 full-time equivalent police staff and 117 fixed-term contract police staff making a total of 673 police staff (full-time equivalent).

The chief officer team is located at headquarters and consists of the Chief Constable; a deputy chief constable (DCC) responsible for corporate communications and development, diversity and police reform; an assistant chief constable (ACC) who is responsible for territorial operations (ACC (TO)); an ACC responsible for specialist operations (ACC (SO)); and the director of finance.

Warwickshire Police comprises two basic command units (BCUs), corresponding to the natural division of the county into northern and southern areas. A chief superintendent commands each BCU. The BCUs are further subdivided into five districts, three in the north and two in the south, the boundaries of which are coterminous with the county's five district or borough councils. There are headquarters departments supporting and supplementing the BCUs, including crime management and operations; the operations department at present includes the firearms and roads policing functions, although this latter element is in the process of being devolved to BCUs.

The Police Authority (PA) has agreed spending plans that underpin both policing priorities and the capital expenditure needed for continued investment in the police estate infrastructure, vehicles and information technology (IT) systems required to provide an effective service to the citizens of Warwickshire.

Strategic Priorities

The 2006/07 policing plan sets the force six strategic aims:

(1) To provide a customer-focused service to the public, which creates high levels of satisfaction, trust and confidence

To roll out and develop neighbourhood policing (NHP) pathfinder BCUs.

To be compliant with the national minimum standards set out in the Quality of Service Commitment (including achieving National Call-Handling Standards (NCHS)) by November 2006.

(2) To reduce crime, disorder and anti-social behaviour (ASB)

To work in conjunction with crime and disorder reduction partnerships (CDRPs) to deliver the locally agreed crime reduction goals, which will contribute to the national target of 15% crime reduction by 2007/08.

To reflect the principles of the Government's Tackling Violent Crime Programme in its respective endeavour to drive down violent crime.

(3) To investigate crime and bring offenders to justice

To work in tandem with the local criminal justice board (LCJB) to deliver the locally agreed offences brought to justice (OBTJ) targets for 2006/07, along with the implied sanction detection rates which underpin them.

To make best use of the opportunities afforded by alternative sanction detection disposal means (such as fixed penalty notices) while also, in conjunction with the Crown Prosecution Service (CPS), continuing to focus on increasing the proportion of offences which result in prosecution.

(4) To promote public safety

To allocate appropriate resources to force Special Branches and regional intelligence cells to support intelligence-gathering requirements at local, regional and national levels.

To make the most effective use of counter-terrorism exercises, both real and 'table-top', to develop and maintain resilience.

To target the illegal activities of extremists who intimidate those involved in legitimate animal research and testing.

To establish and maintain effective partnership working with the newly created Serious Organised Crime Agency.

To support the use of automatic number plate recognition (ANPR), integrated with the National Data Centre, to enhance intelligence sharing in the fight against serious and organised crime and terrorism.

To implement the national roads policing strategy.

(5) To respond to requests for assistance and support

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To implement (in partnership with local authorities) in designated 'first wave' areas a new single non-emergency number service, accessed via a three-digit telephone number, to deal with non-emergency police and ASB issues.

(6) To manage and maximise all resources effectively

To improve the front-line investigation skills of all officers and staff by the force-wide roll-out of professionalising the investigative process (PIP) programme at level 1.

To continue work towards an information and intelligence infrastructure across all forces via the IMPACT programme.

To begin implementing the new code of practice on information management.

To continue improvement in managing cost centres to align money with needs.

To establish a business improvement team to undertake value-for-money reviews in order to identify savings for reinvestment elsewhere in the force.

Impact of Workforce Modernisation and Strategic Force Development

The force has implemented a number of changes which have moved police staff to posts previously filled by police officers, in order to maximise officer time spent on front-line duties. Police staff now work in the force communications room as switchboard operators, call handlers and incident controllers. Police staff enquiry officers now staff police station front offices, and sub-contracted custody assistants have also been introduced to the three custody suites. More recently police staff have replaced the firearms licensing unit officers, and at a more senior level a police staff crime registrar has been introduced to ensure force compliance to the National Crime Recording Standard (NCRS). The posts of human resource (HR) succession manager and equality manager, previously occupied by police officers, are now also filled by police staff. A final example is the recent introduction of five police staff volume crime scene investigators.

In late March 2006, further underpinning the force commitment to this principle, the new head of corporate development post was filled by a senior police staff manager.

Warwickshire has embraced the concept of the extended policing family by deploying 63 police community support officers (PCSOs), including a manager and five supervisors. The force plans to increase this figure to 89 by the end of 2006, and 189 by 2008.

The force co-operates with local authorities, which have introduced council-employed officers to deal with ASB and to act as street wardens and town centre hosts. A policy is being developed for the accreditation of other figures of authority such as door staff in pubs and clubs.

Major Achievements

Within the last 12 months Warwickshire Police has completed the construction and implementation of the Northern Justice Centre. This is a centre of excellence with police facilities, the CPS and a Magistrates' Court located on the same site, and the force has won a national delivery award for its programme management. The complex has state-of-the-art communications and IT infrastructure, and there is a plan to build a similar facility in the southern area of the county.

Warwickshire has introduced a unique collaborative, multi-agency approach to the supporting of victims and witnesses involved in cases within the criminal justice system.

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This approach, known as the Victim and Witness Information Partnership (VIP), has been established in a witness care unit. Under one roof, the unit has staff from the CPS, the probation service, the youth offending team (YOT), and the police, including a police Anti-Social Behaviour Order (ASBO) co-ordinator. The inclusion of criminal justice agencies beyond the police means that a wider range of support can be provided to victims and witnesses. Warwickshire's approach to victim and witness support has been cited as an example of best practice.

The child rescue alert scheme is a quick information release agreement with media organisations in relation to incidents where a child could be in significant danger. The national launch of this scheme took place in March 2006.

The 'two ticks' – positive about disability symbol is awarded by Jobcentre Plus to organisations who have agreed to meet five specific commitments regarding recruitment, employment, retention and career development of disabled people. Warwickshire Police made these commitments two years ago and has over this period been successful in thoroughly implementing the Disability Discrimination Act (DDA). The force is now looking forward to building upon this success by putting in place an effective disability equality scheme, which has to be published by October 2006.

In 2006 Warwickshire Police disability network was launched. The network was introduced with the aim of helping individuals and the force to overcome problems and prejudices around disability. It will assist in looking for opportunities to retain valuable experience, help and advise the force on policy and procedure, and be a source of support to members of staff diagnosed with a disability. This is one of a number of ways in which Warwickshire Police aims to ensure a diverse workforce, reflective of society at large.

During the last 12 months the force has supplemented its staff associations and support groups by launching the Rainbow Employee Network. This group provides support specifically to lesbian, gay, bisexual and transgender (LGBT) staff and ensures that LGBT issues are considered when developing policy and procedure.

Warwickshire Police launched its news website in February 2006; this includes video and audio capabilities. Press releases are classified as breaking news, latest releases or 'news from your area', sorted according to police districts. The website has had good feedback from the media and the number of hits continues to rise. It supports the new news-desk structure within the corporate communications department and helps the team manage media requirements.

Major Challenges for the Future

Neighbourhood Policing

As part of the police reform process the Government has required police forces to introduce a different style of local policing known as 'neighbourhood policing'.

Warwickshire Police has a programme team working to introduce this change of style by November 2006, well ahead of the Government's 2008 implementation deadline. This will involve significant structural reorganisation at BCU level, with beats being re-organised and teams defined in terms of local authority ward boundaries.

Crime Recording

Over the next 12 months the force will introduce a new crime recording system. This presents a considerable challenge in that current crime recording standards must be maintained. The expectation is that the new system will significantly improve the time

between a crime being recognised and a record of the crime being entered onto the system, leading to an improvement in the timeliness of Home Office crime returns. However, this will require challenging levels of process change at the point of crime recording in order to replace the current paper forms and achieve direct electronic input of crime records. The force is seeking to move towards a centralised crime recording bureau (CRB) in 2007.

The Citizen Focus Programme

Warwickshire Police has instigated a citizen focus programme to improve the experience of all its customers. This is an ambitious programme that has the vision of a single point of contact that will provide access to all the necessary information required by customers. This will be achieved by setting up a new customer interface for enquiries, with the operators having access to a new customer relations management (CRM) software system. The CRM system will maintain a record of each customer contact, and will also track the progress of enquiries. It will be integrated with other significant force systems so that operators will be able to access the necessary information to deal with most calls at first point of contact. This will require the application of considerable resources and an appropriate technical solution. Alongside the technical changes, a cultural change programme, Contact Counts, will place an even greater focus on customer satisfaction and confidence.

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Summary of Judgements	Grade	Direction of Travel
Citizen Focus		
Fairness and Equality in Service Delivery	Good	Improved
Neighbourhood Policing and Problem Solving	Fair	Improved
Customer Service and Accessibility	Fair	Stable
Professional Standards	Fair	Not Graded
Reducing Crime		
Volume Crime Reduction	Fair	Stable
Investigating Crime		
Managing Critical Incidents and Major Crime	Poor	Declined
Tackling Serious and Organised Criminality	Poor	Stable
Volume Crime Investigation	Fair	Stable
Improving Forensic Performance	Poor	Stable
Criminal Justice Processes	Good	Stable
Promoting Safety		
Reducing Anti-Social Behaviour	Fair	Improved
Protecting Vulnerable People	Poor	Stable
Providing Assistance		
Contact Management	Fair	Stable
Providing Specialist Operational Support	Fair	Stable
Strategic Roads Policing	Good	Stable
Resource Use		
Human Resource Management	Good	Stable
Training, Development and Organisational Learning	Fair	Improved
Race and Diversity	Good	Stable
Managing Financial and Physical Resources	Fair	Stable
Information Management	Good	Stable
National Intelligence Model	Fair	Stable
Leadership and Direction		
Leadership	Good	Not Graded
Performance Management and Continuous Improvement	Fair	Stable

1 Citizen Focus (Domain A)

1A Fairness and Equality in Service Delivery

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
0	15	28	0

Contextual Factors

In June 2005, against the background of the emerging national reports, the force undertook a fundamental review of its performance on race and diversity, with the specific aim of ensuring that the right plans, structures and resources were identified and put in place to take the diversity agenda forward. The review, commissioned by the then DCC, was a prerequisite to achieving what was envisaged as a major change in performance, required to meet the challenges of implementing the wide-ranging recommendations of the national reports, and of the police service race equality programme. The Chief Constable took the view that the force should implement all the findings and recommendations of the key national reports. By doing so, the force intends to provide the most up-to-date and effective service delivery, meeting the requirements of nationally identified good practice and achieving compliance with all statutory equality duties.

The review assessed the force's progress in all key areas of equality and diversity, taking into account national reports, national action plans, Home Office initiatives and legislative requirements. It also included an assessment of the diversity management infrastructure and available resources. Recommendations were made concerning areas of work that the force needed to prioritise, and the changes to infrastructure and resources required to enable the force fully to implement learning from national reports and to improve external service delivery. A report, *Delivering Diversity – A Review of Plans, Resources and Structures*, was produced in July and consulted upon, with recommendations being made which were agreed by the force performance board. The review has set the foundations for achieving the required change in performance to take the force forward.

The force has built upon existing foundations of good practice. The previous diversity development group has been modified into a confidence and equality board (CEB), with widened membership including all departments and a fresh external focus. A coherent new structure has been established, linking the CEB, special interest groups (SIGs), independent advisory groups (IAGs), the PA and staff networks. The vision and strategic aims for diversity have been restated to the force, and it has developed a comprehensive new confidence and equality strategy, which will take the force forward on all strands of diversity and ensure that all recommendations in national reports are achieved. In this way, the force has redesigned and revitalised its whole approach to provide a service that is fit for purpose for 2005–08.

Strengths

- The Chief Constable performs an effective leadership role, setting clear standards for diversity and equality. He chairs the force performance board, which reviews progress on diversity and equality targets, and ensures that strategic aims, objectives and standards are set out in the policing plan. The DCC chairs the CEB, directing all work towards the achievement of the confidence and equality strategy and the race equality scheme (RES).
- The DCC implemented a force-wide review of diversity in June 2005 which led to the widening of representation on the CEB to include BCU commanders and heads of department; the creation of a central diversity unit, with recruitment of a diversity manager and an equality scheme manager; improved internal diversity structures, involving linked SIGs and IAGs; and coverage of all six strands of diversity in the force diversity policy.
- The force's RES for 2005–08 was published in May 2005; it incorporates all guidance from the Commission for Racial Equality (CRE) and Way Forward templates and was quality-assured by West Mercia Police. The scheme is reviewed annually, but it is a 'living' document, having already been revised twice – most recently in January 2006, when a feedback report from the IAG was actioned and improvements to the diversity structure incorporated. The revision included a published update on progress on all the actions in the RES action plan.
- In accordance with the Race Relations (Amendment) Act 2000 (RRAA), the force has screened all existing policies (and will as a matter of course screen all new policies) and has prioritised them, and has introduced an impact assessment mechanism, guidance and procedures and a separate process of quality assurance of impact assessments administered by the diversity unit. It has also introduced a three-year assessment plan and is on target to complete all high-risk assessments by May 2006.
- The force analyses data which it is legally required to collect on ethnicity, gender, age, and disability. Reports on adverse findings are circulated to relevant departments, SIGs and IAGs for discussion and feedback. Recent report topics include stop-and-search proportionality, hate crime and employment duty monitoring. In-depth examination is performed where there are identified areas of concern, for example following the stop-and-search scrutiny report produced in September 2005. Additionally, action has been taken to prevent potential discrimination – for example, the HR team has modified its recruitment initiatives so as to attract members of the Chinese community.
- The force works with the Shaw Trust, Access to Work and the Employers' Forum on Disability to obtain specialist assistance and advice in relation to disability issues, and has been presented with a Jobcentre Plus 'two ticks' award in recognition of its work on disability.
- All hate incidents or crimes are overseen by district detective inspectors and by the BCU superintendent at daily National Intelligence Model (NIM) briefings. The response to hate crime is included in BCU control strategies. As part of a revised ASB policy the full range of measures to combat hate crime is considered, from

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challenging the behaviour of young people up to the use of ASBOs. The use of these powers is cross-referenced with the hate crime policy. The strategic development department produces a monthly hate crime report, which is circulated to all members of staff through the Force Performance Focus. Performance at district and BCU levels is challenged during the quarterly chief officer reviews.

- The force encourages third party reporting of hate crime through the True Vision initiative, and is one of the four forces responsible for managing the scheme. The force has the lead role in developing a revised True Vision pack for hate crime against people with disabilities. The pack helps to develop a full understanding, for both staff and the public, of the nature and prevalence of hate crime within the county, even where victims are unwilling to make reports through personal contact.
- Warwickshire Police has a framework of IAGs at both force and district levels, and specialist officers deal directly with IAGs that are relevant to their specialism. The central IAG has a broad representation of race, religion, gender and age, and this IAG is extending its representation to include more young people and people with disabilities. The chair of the central IAG is a member of the CEB and there is therefore a direct feedback link to this IAG, in addition to a feedback process via the force IAG liaison officer.
- In compliance with the RRAA, the force put in place a training programme, using external trainers, for specialist groups of staff in the general and specific duties. This was bolstered by an internal communication strategy on RRAA issues, targeting all staff. The training has now been mainstreamed into the learning and development strategy and will be ongoing as part of normal training activity.
- The force supplements its own in-house diversity training with a specialist programme of training using a core of three outside suppliers. This programme supplies training for policy developers in equality impact assessment (40 people have been trained to date, with attendees from every team and discipline), and is also providing specialist training on diversity awareness and legislation to key specialist staff including professional standards, community safety teams and Special Branch.

Areas for Improvement

- The detection rate for racially or religiously aggravated offences fell by 2.25% to 45% in 2005/06. This was below the force's most similar forces (MSF) group average of 46.5%.
- The percentage of victims of racist incidents satisfied with the overall service provided was 71.7% in 2005/06, a little below the MSF average of 74.7%.
- The 2005/06 figures for detections of violence offences reveal a difference of 10.16 percentage points between the rate where victims were from BME groups and that for white victims, with the detection percentage for white victims being higher. This performance was below the MSF average of a 5.1 percentage point difference.
- The force needs to extend its external consultation to ensure it is engaging all groups within its communities, including hard-to-hear and hard-to-reach groups.

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- Although reporting of hate crime incidents has increased following the introduction in 2004 of True Vision (third-party reporting), feedback from the IAGs indicates under-use of third-party reporting systems. The force should consider a communication strategy to highlight the availability of this approach to reporting hate crime.

1B Neighbourhood Policing and Problem Solving

Grade	Direction of Travel
Fair	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
4	18	20	1

National Context

Neighbourhood Policing (NP) is a national programme and its expectations are based on national research. This framework differs from others because the grade awarded reflects the force's ability to roll out NP progressively, year on year, until its implementation date of April 2008. This focus on programme delivery and the need for continual improvement are reflected in the grades. Therefore, in this framework it is significantly more challenging for a force to maintain the same grade as last year.

HMIC has awarded an Improved direction of travel where forces are actively progressing implementation, have improved their performance and have allocated significant resources to deliver NP. As a result, most forces have an Improved direction of travel. However, this assessment has also highlighted the significant demands of the NP programme and the vulnerability of some forces that are failing to maintain the pace of implementation.

Contextual Factors

Warwickshire Police has an ambitious and progressive strategy for the implementation of NHP across the force area by November 2006. The force vision is defined as 'working in partnership to achieve safer and more confident neighbourhoods in Warwickshire'. This vision is underpinned by three strategic intentions:

- The force will be accessible and visible to the public.
- Neighbourhoods identify their priorities.
- Neighbourhood priorities will be resolved through partnership problem solving.

The force's approach to NHP takes full account of nationally defined best practice as well as of the police reform agenda and, indeed, overall public services reform.

It is recognised that the force cannot deliver safer neighbourhoods in isolation, and full co-operation is being sought for existing partnership arrangements such as local strategic partnerships, community safety partnerships and the LCJB. Notice has also been taken of the National Policing Plan and its integration into the National Community Safety Plan.

Warwickshire Police is aware that its approach to NHP must form part of an overarching partnership strategy to improve safety and security in all neighbourhoods by 2008.

Strengths

- In 2005/06 the fear of burglary fell by 4.4 percentage points and is lower than the MSF group and national averages.

- In 2005/06 the fear of vehicle crime decreased by 5.5 percentage points and is lower than the MSF group and national averages.
- In 2005/06 the fear of violent crime decreased by 4.4 percentage points and is lower than the MSF group and national averages.
- Warwickshire Police has an ambitious and progressive strategy for the implementation of NHP, which is branded as Safer Neighbourhoods. The force has decided to implement NHP fully across the entire force area by November 2006, well ahead of the national implementation date of April 2008, and as a consequence the force has implemented NHP across both its BCUs.
- The force has benefited from a robust 'citizen focus' programme management structure from the outset. There is a detailed project plan with deadlines and milestones managed and co-ordinated by dedicated project managers at both headquarters and BCU levels. Progress is being monitored by a programme board chaired by the ACC (operations). The governance arrangements additionally benefit from the involvement of partner agencies and the PA.
- The force agreed with partners to use the county's 105 electoral wards as the basic building blocks on which to construct NHP. All wards have been assigned a priority, using criteria such as population, deprivation indices and level of crime and disorder incidents. This information is also being used to determine the size and skill mix of each of the Safer Neighbourhoods teams.
- There is an effective communication strategy in place to support the implementation of NHP; this has increased public awareness through the use of newsletters and e-mail 'trees'. Neighbourhood officers' names and contact numbers are available on the force external website and members of the public are able to communicate directly via email.
- The force has worked with its partners to construct a joint ASB strategy which is fully aligned with and complements the recently constructed NHP strategy.
- The force recognises the importance of identifying key individual networks within its communities, and has begun work on its 'communities and police together' approach to public consultation and engagement.
- A Safer Neighbourhoods strategy, developed with partners, has been in place since January 2006. There is evidence of partner involvement and commitment at a strategic level, such as joint funding of two CDRP analysts. A protocol for information sharing with partners is in place to support the Safer Neighbourhoods teams.
- The force has introduced a NIM Safer Neighbourhoods steering group. The function of the group is to ensure that all processes are aligned so that local policing teams are deployed to tackle local priorities and are engaged in joint problem solving with partner agencies and the community.
- Limiting abstraction of community beat officers (CBOs) is an ongoing challenge; an abstraction policy has been developed with a maximum abstraction rate of no more than 10% for safer neighbourhood team staff.

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- The force has invested significantly in changes to the command and control, crime recording, and performance management IT systems in support of NHP, so as to promote effective knowledge management and to mainstream changes into force core business processes.

Work in Progress

- While work is progressing to integrate NIM into Safer Neighbourhoods, the joint tasking of partners at a local level is in the very early stages of development. There is some evidence of the use of NIM products such as problem profiles by crime fighting teams, but there is no review planned of the capacity of existing analysts to support the demands of the Safer Neighbourhoods teams.
- The force is in the process of rewriting its HR strategy to support the implementation of Safer Neighbourhoods teams. The revised strategy will include a minimum two-year tenure of service for Safer Neighbourhoods officer posts. At present there is no minimum period of service in these posts, which could undermine efforts to develop relationships with local officers and the growth of trust and confidence in the service.

Areas for Improvement

- There is evidence of community engagement activity where a crime fighting team is in place, but this is not a consistent picture across the force. The force could benefit from a detailed corporate community engagement strategy that encapsulates best practice from existing engagement processes, and ensures that Safer Neighbourhoods teams engage effectively with hard-to-hear/hard-to-reach groups about their priorities.
- The work on neighbourhood profiles is progressing, although there is a need to improve the level of understanding among existing community policing officers and staff about the purpose of neighbourhood profiles and key individual networks, and their importance to NHP.
- There was some evidence at inspection that community priorities identified by the crime fighting team or policing priority were fed into district or BCU NIM processes. However, this practice is not consistent or systematic, and as a consequence local officers self-task, outside the NIM framework, in order to address the needs of their communities.

1C Customer Service and Accessibility

Grade	Direction of Travel
Fair	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	19	22	2

Contextual Factors

The force control room deals with a million calls per year, and the force has undertaken to deliver a high level of service at this first point of contact. NCHS have been adopted and the principles of *First Contact* are being introduced through a three-year action plan. All control room staff have received customer contact training, and extensive auditing, monitoring and feedback arrangements are in place to ensure service delivery and operator development.

The introduction of the Symposium telephony system in April 2006 has significantly increase performance management. The introduction of a self-supporting administration team in the same month, with a move away from 12-hour shift contracts, allows for existing customer demand profiles to be translated into employee rotas.

The joint-agency VIP unit has provided the force with a highly professional customer care service for the management of witnesses and victims. It is keen to improve the satisfaction of victims of volume crime, and now has a vehicle crime attendance policy which requires a member of staff to visit every complainant of vehicle crime in person. The force also distributes burglary and vehicle crime information packs to victims and their neighbours.

Strengths

- The force maintains good performance in a number of measures of citizen focus, including the public's satisfaction with the service provided throughout their contact with the police. The British Crime Survey data shows that 84.9% of the public are satisfied with the service provided at first point of contact, 3.6% above the MSF group average.
- The force has a citizen focus programme headed by the ACC (operations), which aims to enhance the service provided at all contact points used by the public. There is an action plan for the implementation of the Quality of Service Commitment, with defined owners and delivery dates: all actions are currently on track for delivery against the target date of November 2006.
- In February 2006 the force introduced an email system for the reporting of non-urgent enquiries via its website. Customers receive an immediate automated reply and a commitment to a full reply within ten days. This facility should provide faster access to staff and reduce demand on the communications centre.

- The force has developed public contact points in consultation with partners and local communities, for example in Whitnash, Lillington and Brunswick (Leamington Spa). The northern BCU uses a mobile police station to enhance access to policing services. The learning from these access points is being integrated into the Safer Neighbourhoods project.
- 'Text-2-talk' - a method of communication by mobile phone - has been introduced to encourage young people to contact the force about bullying and hate crime.
- A bespoke two-day training course in call handling 'soft skills' has been delivered as part of the NCHS preparation for all staff working in the force communications centre.
- The quality of service team in the communications centre conducts call monitoring against set criteria based on the NCHS, and provides feedback and development advice to staff members. Additional quality monitoring software has been purchased to facilitate this process.
- User/customer satisfaction is an agenda item on the performance overview at the force performance board. The Chief Constable holds both BCUs to account for performance in this area, and actions are assigned on the basis of results. Customer satisfaction also falls within the purview of the PA performance management group. For 2006/07, overall satisfaction of victims of crime and road traffic collisions is a force key priority.
- A co-located multi-agency partnership, including a victim and witness ASB co-ordinator, updates victims and witnesses on the progress of cases. The victim support service also visits victims of ASB and is successful in providing reassurance.
- The VIP is a multi-agency team providing co-ordinated, high-quality victim and witness care within the county. The VIP meets or exceeds all the No Witness, No Justice requirements and has taken on victim contacts as required by the new Victims' Code of Practice. The force has embraced the concepts of the Victims Charter and has introduced its key elements early.
- The professional standards department (PSD) has conducted research into patterns and trends of public complaints and associated matters. The force has now commissioned the John Grieve Centre for Policing and Community Safety to produce an independent review of underlying causes of complaints, both internal and external, and to facilitate the development of measures to address them.

Areas for Improvement

- The percentage of victims who are very or completely satisfied with their treatment by staff fell during 2005/06 by 1.7%.
- The force committed itself to developing a fully integrated public contact strategy over four years ago. Despite this being identified as an area for improvement in last year's baseline assessment, the force is no further forward in realising this ambition. It intends to adopt the West Midlands Police Contact Counts strategy for customer service but has not yet done so. The force is urged to progress the adoption and delivery of this strategy, which will be essential in ensuring that it can meet the Quality of Service Commitment by November 2006.

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1D Professional Standards

Grade	Direction of Travel
Fair	Not Graded

National Grade Distribution

Poor	Fair	Good	Excellent
2	16	25	0

National Position

In view of the recent focused inspection activity of professional standards departments across the country, the grade allocated in the national moderation process and publication of the reports in January 2006 will be applied for the purposes of baseline assessment.

The inspections were conducted using a substantial framework of questions under EFQM4 (European Foundation for Quality Management) headings. This framework of questions was forwarded to forces in line with normal baseline methodology, requesting self-assessment and submission of relevant evidence and supporting documentation. This material was then analysed and followed by HMIC inspection teams visiting forces to carry out validation checks and supplementary interviews of key staff and stakeholders. The baseline inspection reports include recommendations as well as areas identified for improvement.

Evidence was gathered, consolidated and reported upon in individual force baseline assessment reports which can be found on the HMIC website:

http://inspectors.homeoffice.gov.uk/hmic/inspect_reports1/baseline-assessments.html

2 Reducing Crime (Domain 1)

2A Volume Crime Reduction

Grade	Direction of Travel
Fair	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
1	18	20	4

Contextual Factors

The force crime strategy is a framework designed to give the force direction and guidance towards achieving its aims and objectives in this area. Warwickshire has set itself some challenging crime reduction performance targets and local public service agreement targets. As part of the strategic planning process, policing priorities are identified that address the requirements in the National Policing Plan as well as organisational, PA and community priorities. The CDRP targets are reduction targets for specific categories of crime, based on a British Crime Survey reduction target of 15% for the three years to 2007/08.

The force has a multi-agency alcohol harm reduction strategy and has various county and local forums which deal with both alcohol harm reduction and liquor licensing issues. It has adopted a multi-agency approach to tackling alcohol-related crime, and Operation Acquit (based on Home Office guidance) has been implemented successfully on both BCUs. In response to alcohol-related disorder, the force has introduced an enhanced policing initiative on Friday and Saturday nights, in which office-based police officers are co-opted onto town centre patrols to increase the policing presence.

Strengths

- Vehicle crimes fell to 13.5 per 1,000 population in 2005/06, compared with 14.5 the previous year (a reduction of nearly 7%). However, this was still above the MSF average of 12.4.
- House burglaries fell by 6% to 11.5 per 1,000 households in 2005/06, although this was still above the MSF average of 10.3.
- The force has demonstrated a high level of accuracy in its compliance with the NCRS.
- The ACC (TO) is the ACPO lead for volume crime and conducts robust quarterly BCU performance reviews with each BCU command team and the judicial services department, scrutinising and challenging performance. Performance is also considered robustly at weekly meetings of the two ACCs with chief superintendents. Volume crime reduction is covered in the daily and fortnightly NIM tasking and co-ordination processes at BCU and force levels.

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- The force crime audit programme is comprehensive and conducts frequent checks on compliance with the Home Office Counting Rules (HOCR). Follow-up action plans are developed and monitored in all cases and issues are identified are subject to robust review.
- The force has tackled several areas of volume crime using a problem-oriented policing approach – for example, conference centres which experience persistently high levels of vehicle crime have been targeted to design out crime opportunities.
- A representative from each CDRP is invited to the fortnightly BCU tasking and co-ordination meeting and plays an integral part in the process. CDRP performance is monitored through iQuanta data and BCU commanders are held to account at the force performance board.
- The force is actively engaged with CDRPs and Warwickshire County Council community safety groups at both district and county level. This involvement is at all levels of the organisation, from the Chief Constable participating in the Warwickshire community safety partnership and the drug and alcohol action team chief officer group to licensing officers liaising at a district or BCU level on licensing law monitoring and enforcement.

Work in Progress

- There is insufficient analytical support available to meet all proactive and reactive demands. Where dedicated analytical support is provided to major investigations this is at the expense of analytical capacity at level 1 for volume crime analysis. Through partnership funding the force has secured two new analysts, who have recently taken up their posts and should help to address this issue.
- The force has recently implemented its new crime information system (CIS). This should have been installed approximately three years ago but supplier problems prevented this. Prior to implementation, although daily performance data was available via the force intranet, the information was a number of days old. The lack of real-time crime information has been a barrier to performance improvement, which will be assisted greatly by the continued development of CIS.

Areas for Improvement

- Total crime rose by 1% in 2005/06 to 82.5 crimes per 1,000 population, above the MSF average of 79.2.
- Violent crime increased by 2% in 2005/06 to 14 crimes per 1,000 population, although the force remained well below its MSF average of 16.5.
- The force crime manager has corporate responsibility for the delivery of the force's crime strategy and its supporting strategies and action plans. BCU commanders (and individuals) have responsibility for delivering the strategy by the development of action plans which take account of Home Office good practice guidance. However, the force does not have crime type champions to research national best practice in crime reduction, a system used to good effect in other forces.

- Some evaluation of crime reduction initiatives is evident, but smaller initiatives are often not subject to evaluation. Furthermore, systems to promote good practice arising from these initiatives and operations are not in place.

3 Investigating Crime (Domain 2)

3A Managing Critical Incidents and Major Crime

Grade	Direction of Travel
Poor	Declined

National Grade Distribution

Poor	Fair	Good	Excellent
5	17	17	4

Contextual Factors

As the smallest force in the country, Warwickshire Police acknowledges how difficult it is to provide police services across the very wide span of demand. To its credit, the force met the serious challenge presented by an unusual spate of serious and major incidents in 2005/06, but at a cost to day-to-day policing and with enormous demands on staff.

Two Senior Investigating Officer (SIO) rotas within the force provide round-the-clock, 365-days-a-year cover. One is at detective inspector level and the other is at a more senior level.

A detective superintendent is in charge of major investigations. The head of crime monitors all incidents on a 24-hourly basis and intervenes where appropriate to initiate and co-ordinate responses to serious or critical incidents. There is a tag on the command and control system to identify critical incidents for audit purposes. All critical incidents are included in performance focus.

The community safety department supports the response to all critical incidents within Warwickshire by undertaking community impact assessments (CIAs). The information contained in these assessments is obtained from key community contacts as part of the implementation of the hate crime policy, and through proactive use of the county IAG.

Strengths

- The force has a dedicated major investigation unit (MIU), including major incident room (MIR) staff. All MIU detectives are experienced in major crime investigation, as are the Home Office Large Major Enquiry System (HOLMES) staff. The MIU can cope with routine demand, but extraordinary demand does mean abstractions from BCUs.
- The force has a serious crime review guidance document, and all significant or major crimes are systematically reviewed at 24 hours and 7 days, with discretionary reviews thereafter. The force is now able to undertake cold case reviews.

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- Meetings are held between all SIOs each fortnight to share learning from operations and investigations. The meetings are informal but learning points are recorded and circulated to all SIOs, and stored within the organisational memory system.
- There are sufficient trained SIOs to manage demands arising from kidnap and extortion investigations. Meetings have been held with the dedicated trainer in the communications centre to ensure an effective response, although this could be enhanced by testing or exercising the initial actions on the report of a kidnap.
- The introduction of flexible working patterns for MIU staff has been beneficial; if staff are deployed to a major incident the working pattern can be amended by the SIO. This approach has had a positive impact on recruitment and retention of staff.
- The community safety department supports the response to all critical incidents within Warwickshire by undertaking CIAs. The information contained in these CIAs is obtained from key community contacts as part of the implementation of the hate crime policy, and through proactive use of the county IAG. In addition, the community safety department is promoting the use of the case administration and tracking system to monitor and research community intelligence with the aim of making it more effective.
- The force uses HOLMES proactively and does not restrict its use to full incident room establishment. This enhances the professionalism with which less serious investigations are managed.
- The force experienced an unusually large number of murders and very serious incidents in the latter part of 2005, which stretched capacity significantly, but almost all of these incidents were concluded successfully.

Work in Progress

- There is potential for greater operational use of IAG members in major crime investigation. This has been recognised by the force, and it is seeking to identify key community contacts who can provide effective assistance in these cases.

Areas for Improvement

- There is no evidence that the force has sought to identify intelligence and other data from partner agencies in order to understand fully the nature and extent of the homicide threat to Warwickshire, or the threat of other potential critical incidents. While the force strategic assessment has identified the potential for further homicides associated with drugs criminality, it is not clear what priority this intelligence gap has been given over other issues or how it is to be progressed, as it does not feature within the force intelligence requirement. The force needs to take urgent steps to analyse the homicide threat and develop an effective homicide prevention strategy.
- The force has recognised that major investigations, though subject to scrutiny by the head of crime, currently lack a rigorous performance management regime which would allow proper scrutiny by chief officers and other senior colleagues. The force is encouraged to extend its current corporate performance framework to include this specialist area, and thus bring greater accountability for the use of these significant resources.

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- While there is little doubt that chief officers are aware of the details of individual major investigations, both senior and junior staff have expressed the view that there could be more overt leadership and support for major enquiries – for example, through attendance at early briefings and more explicit and intrusive oversight of the management of enquiries.
- The availability of staff trained in major investigation review processes is limited. The force does not have a systematic approach to the identification and selection of cases suitable for review, nor does the current review policy have criteria to prioritise such cases. Additionally, the current review guidance does not have separate arrangements for the review of critical incidents.
- Dedicated intelligence cells are not routinely used at the commencement of a major investigation. There is no formal intelligence debriefing process, policy or standard operating procedure to ensure that intelligence from major and protracted investigations is fed into the force intelligence system during, or at the conclusion of, the investigation.
- The force should continue to develop its organisational response to the investigation of rape and other sexual offences, where a significant amount of work needs to be progressed in line with the improvements agreed in discussions with the Police Standards Unit. Improvements to the out-of-hours rape investigators rota should be addressed with urgency, to ensure that the force has consistent expectations of all trained investigators, regardless of gender.
- The force does not have a policy detailing the minimum level of attendance at the scene of an unexplained death. If a constable suspects that a death is not natural he or she will request the attendance of a uniformed inspector. The attendance of a detective officer is dependent on the assessment of that inspector and there is evidence that such assessments are not always made consistently or appropriately.
- There is insufficient analytical support available to meet all proactive and reactive demands. Where dedicated analytical support is provided to major investigations this is at the expense of analytical capacity at level 1. There has been no training for SIOs to enhance their knowledge of the role and benefits of analytical support, and thereby to ensure that analysts are tasked effectively.
- Enquiry staff deployed to major investigations are not routinely trained in HOLMES and are therefore reliant on the documentation provided to them by MIR staff, rather than accessing the database themselves on receipt of an action.
- There are currently no female forensic medical examiners available for the examination of victims of sexual assault, even though many victims would prefer examination by a woman. In addition, there are difficulties accessing examiners during surgery time. These two issues have potential to impact both on forensic evidence gathering and on public confidence.
- The force does not have a consistent approach to welfare support for officers and police staff involved in the investigation of major crime. The provision or offer of such support is reliant on individual decisions by SIOs to provide welfare debriefs when the need is identified. The force should introduce a more robust and proactive policy on the well-being of all staff involved in major investigations.

- There are no robust systems in place to guarantee the security and integrity of information held within the HOLMES database; this could be achieved by the establishment of a protocol between the PSD and the head of crime.

3B Tackling Serious and Organised Criminality

Grade	Direction of Travel
Poor	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
7	21	13	2

Contextual Factors

The geographical location of Warwickshire makes it vulnerable to travelling criminals and level 2 offending, and a dedicated cross-border team has been set up to tackle serious cross-border offending. However, Warwickshire Police recognises that a force of its size has difficulty sustaining capability to tackle level 2 or 3 criminality, other than through collaboration with larger neighbouring forces. In the absence of a strategic regional force, Warwickshire Police has decided to play to its strengths in local policing and adopt a risk-based approach to investing in level 2 capability. It can make a positive contribution around intelligence but its proactive capacity is minimal.

Strengths

- There are robust single points of contact (SPOC) arrangements in place to ensure that a response to life-threatening situations is available around the clock.
- The force has demonstrated a commitment to improving its challenge to level 2 criminality through the formation of a level 2 team, consisting of a sergeant, four constables and a financial investigator. The team is tasked through the tasking and co-ordination process, and is supported by headquarters and BCU staff if required.
- A financial investigation team was created in 2005, consisting of a detective sergeant and four financial investigators. The team will be financed by funds recovered as a result of its investigations, and via the incentive scheme. If it proves successful, it is intended that the unit will be allotted additional financial investigators, enabling greater support to level 1 policing.

Areas for Improvement

- There is limited evidence that the force is able to draw intelligence and other data from partner agencies in order to understand the full nature and extent of the threats in Warwickshire. The strategic assessment has identified intelligence gaps but it is not clear how the intelligence collection plans will close these gaps, or how progress against these plans is overseen by chief officers. The force is urged to ensure that all possible sources of intelligence and intelligence products are utilised in assessing the relative threats to its communities and that a robust accountability process is

introduced for intelligence work.

- The force has invested in a new level 2 team, but the resource is insufficient to respond to the threats that have been identified through the level 2 tactical tasking and co-ordination group (TTCG) process. To compound the problem, officers from the team have been abstracted to less serious investigations.
- The force no longer uses a risk matrix to prioritise offenders, crime problems or organised crime groups through the level 2 TTCG process. Additionally, the force does not identify success criteria at the commencement of investigations or operations. The absence of predetermined success factors can lead to protracted, unproductive and expensive operations and an inefficient use of scarce resources. The use of both these tools would bring effective management to long-term, complex and sometimes multi-agency operations.
- The force currently lacks a rigorous level 2 performance management framework, and it is encouraged to extend its current corporate performance framework to bring greater accountability in this area.
- The financial investigation unit was formed in September 2005. There is no formal tasking process or focus at level 2 which would enable financial investigation to be considered in all cases identified, and the force lacks financial intelligence development officers. As a result the financial investigators work predominately at level 1, where cases are identified by trawling systems on a daily basis. There is little evidence of awareness of financial investigation at BCU level.
- Police staff financial investigators do not have designated powers under the Police Reform Act. The force may wish to consider designation of such powers so that staff are less reliant on warranted staff to support their work.

3C Volume Crime Investigation

Grade	Direction of Travel
Fair	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
3	20	16	4

Contextual Factors

Warwickshire Police has a crime strategy and many supporting policies to ensure continued improvement in both volume crime performance and customer satisfaction. The force has set some challenging performance targets and has made progress in the overall sanction detection rate as well as in the violent crime detection rate and overall OBTJ. A performance management culture exists, with BCU commanders and heads of department being held to account through quarterly performance forums and the force performance board. A number of volume crime scene examiners have been recruited during recent months, and the force crime registrar plays a proactive role, auditing and raising standards of crime recording.

Warwickshire Police has strong partnership arrangements through CDRPs, the LCJB, and the regional asset recovery team. Partners have a seat at BCU NIM tasking and co-ordination meetings. Case directors are being introduced in the three custody sites in recognition that additional commitment is required to quality control both the pre- and post-arrest stages of an investigation.

Strengths

- The force has exceeded its target for OBTJ. In 2005/06 the percentage of all offences which were brought to justice rose by 15% to 25.1%, just short of the MSF average of 25.4%. Sanction detections also increased by 12% to 23.7%, exceeding the force's Narrowing the Justice Gap targets, though again it was below the MSF average of 25.5%.
- Both force and BCU tactical assessments incorporate volume crime analysis and identify trends relevant for short-, medium- and long-term enforcement and prevention activity. A good example of this was seen in west Nuneaton, where the high crime levels in Camp Hill led to its designation as a policing priority area. Dedicated crime fighting resources, together with a project manager working with the community, led to both crime reduction and increased detections.
- The force has invested in a number of additional posts to maximise opportunities for detecting crime. Following a successful pilot, case directors are being introduced into the three main custody sites to provide support at both pre- and post-arrest stages of

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an investigation. The force has appointed additional vehicle crime scene examiners to enable crime scenes to be attended more quickly.

- There is evidence of a much stronger volume crime performance culture taking root, with BCU and district commanders held to account through quarterly performance forums and the force performance board. Individual success is rewarded by nominations for the force sanction detection awards; poor performers are challenged and action plans formulated where appropriate. This cultural change has been largely due to the drive, enthusiasm and effective leadership provided by the ACC (TO).
- The scenes of crime attendance policy guides the provision of forensic services to BCUs. This policy is complemented by the recently issued guidance on forensic submissions for volume crime and the associated rules of submission to external agencies, clarifying expectations.
- The 2004 crime audit recognised the progress made in compliance with NCRS and HOCR. The overall assessment was Green although some aspects of the management arrangements were graded Amber. The issues arising from that audit led to an action plan and have now been addressed. At the most recent audit in 2006, the force demonstrated a high level of accuracy in its compliance with the NCRS, being Green-rated in this respect.
- The force's crime audit programme is comprehensive, providing frequent checks and follow-up when problems are identified. Recurring issues are highlighted to staff through BCU crime recording bulletins and the force newsletter published on the force intranet.

Work in Progress

- Although the performance culture on BCUs improved significantly in 2005/06, extending to lower ranks, there is continuing resistance to the personal targets. Senior officers will need to ensure that the necessity for a continuous performance focus and the value of individual targets are reinforced and explained at every opportunity.
- The force has received and implemented a new electronic crime recording system. Although daily performance data was available prior to its introduction via the force intranet, it was a number of days old when entered, and the lack of real-time crime information was proving to be a continuing barrier to performance improvement.

Areas for Improvement

- The force sets identical performance targets for both its BCUs, despite their differing policing environments. The introduction of differential crime reduction targets, at either BCU or district level, may help to close the gap on the MSF average in specific crime areas, and the force is urged to progress this work.
- The value of forensic evidence can only be realised if it is speedily and effectively actioned. Currently, forensic intelligence packages are sent to BCUs within 48 hours of a fingerprint identification or DNA hit. However, the force does not know how long it takes for a BCU to process each forensic package, nor do the current arrangements allow the force to monitor how effectively it is converting forensic

evidence into detections. The force needs to rectify this position if it is to improve its position relative to its MSF peers.

- The awareness of the use of Proceeds of Crime Act 2004 (POCA) powers among operational officers could be improved, and BCU commanders should be incentivised to use these investigative powers more frequently and with greater effect.

3D Improving Forensic Performance

Grade	Direction of Travel
Poor	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
3	16	21	3

Contextual Factors

Warwickshire's scientific support unit (SSU) is responsible for scenes of crime, the fingerprint bureau, central forensic submissions and forensic development.

The purpose of the SSU is to find forensic evidence and intelligence such as fingerprints and DNA samples, to assist the detection of crime. The aim is to maximise the number of identifications and amount of intelligence information provided in a cost-effective manner.

The force's forensics processes and outputs were reviewed by the Lanner Group – an external consultancy –, which delivered its final presentation in December 2005. This has provided the foundation for a review of this area of business. The force is in the process of improving its video analysing equipment and this will be particularly valuable for major incidents that almost invariably generate large quantities of CCTV images.

Strengths

- An ACC is the lead officer on forensic issues, chairing the forensic strategy group and also playing an active part in the West Midlands regional forensic science group. Forensic steering group meetings directly follow the quarterly crime support performance meetings, where staff are held accountable for achievement against the performance targets and the forensic strategy action plan. The BCUs are represented at the meetings by their crime managers, while SIOs are represented by the head of investigations.
- As a part of the forensic strategy action plan, the (previous) scientific support manager reviewed resource levels, and another five volume crime scene examiners have been employed. An additional technician has also been assigned to the fingerprint development laboratory. An improvement in the service provided is evident from the increase in the number of theft from motor vehicle scenes being examined (up almost 150% since 2004/05) and the capacity of the laboratory to deal with larger work volumes.
- Senior scenes of crime officers (SOCOs) attend BCU tasking and co-ordination meetings. SOCO deployment is prioritised in line with the force control strategy.
- Scenes of crime staff attend a higher proportion of domestic burglary and theft of motor vehicle scenes in Warwickshire than the MSF average.

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- All forensic submissions are scrutinised by central submissions officers to ensure that the benefits of each item outweigh the costs, as reflected in recent guidance on the management of forensic submissions.
- Work undertaken by the Lanner Group (approved process improvement consultants) identified significant variations in the productivity of individual SOCOs. The force has recently introduced individual performance targets for each SOCO (for scene attendance, etc) to help ensure that all such officers contribute to enhanced performance.

Work in Progress

- The force is paying more for its forensic services than other forces in the region. It has recently renegotiated with service suppliers and it is anticipated that this will lead to a reduction in cost, like for like, of approximately £150,000 over a period of time.

Areas for Improvement

- While there has been improvement in some indicators, overall force performance is poor in comparison with the MSF group and declined significantly in 2005/06 compared with the force's own performance in the previous year, particularly in terms of conversion to detections. For example, the conversion rate of fingerprint identifications into primary detections was 32% in 2005/06, where the MSF average was 50%. When secondary detections are taken into account, the force's performance stood at 46% as compared to an MSF average of 81%.
- The rate of fingerprint recovery from the scenes of domestic burglaries was significantly lower in Warwickshire (35%) than the MSF average (44%). The rates of fingerprint recovery at theft of motor vehicle scenes and DNA recovery at both domestic burglary and motor vehicle scenes were also lower than the MSF averages.
- The force accepts that the forensic awareness of operational staff needs to be improved. However, despite the fact that this issue was raised in last year's baseline inspection, no progress has been made in progressing this issue – for example, by conducting awareness seminars or delivering more forensic inputs in shift briefings.

3E Criminal Justice Processes

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	15	27	1

Contextual Factors

Warwickshire Police has taken a national lead on the continued development of multi-agency justice centres, criminal justice information technology (CJIT) and victim care. Within the last 12 months it has completed the construction and implementation of the Northern Justice Centre. This is a centre of excellence where police services, the CPS and a Magistrates' Court are co-located, and the force won a national delivery award for its programme management. The complex features state-of-the-art communications and IT infrastructure. There is a plan to build a similar facility in the southern part of the county.

Progress continues with the introduction of statutory charging, new Police National Computer (PNC) reporting processes, and business process improvements arising from close partnership working and co-location. The force's criminal justice partners are themselves top performers in their respective fields.

The criminal justice processes are managed through a centralised department based at Leamington with three criminal justice units located at Leamington, Nuneaton and Rugby. Each has a custody unit and a case handling unit, with both units being closely aligned to the local BCU-staffed prisoner processing unit. The judicial services team at Leamington Spa also includes the force PNC, accident and process, and volume process units. The team also manages the force coroners' officers and its central ticket office process.

Warwickshire is a National Strategy for Police Information Systems (NSPIS) force and has been at the forefront of piloting CJIT around case and custody and its links to the courts and the PNC.

Strengths

- The chief officer lead maintains an active involvement in the criminal justice process as a member of the LCJB. The Chief Constable chaired the joint agency group responsible for the development of partnership working through the creation of the Warwickshire Justice Centres. He was also the national ACPO lead on CJIT and supported the continued development of IT towards the vision of an end-to-end electronic criminal justice process.
- More locally, an ACC holds the criminal justice portfolio. He represents the force on the youth justice board and line-manages the judicial services department, which deals with all custody arrangements, case handling and file preparation in force. The ACC also chairs the force and regional sanction detection/OBTJ meetings and formally monitors area criminal justice performance through his quarterly

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performance meetings. The ACC is also the force lead for the PNC and chairs the PNC user/steering group.

- At BCU level the LCJB delivery plan 2005/06 is the basis for agreed partnership activity. This plan formally addresses business and performance issues on bringing offenders to justice and building confidence in the justice system. It is monitored at the LCJB and its joint action subgroup. The LCJB business manager and her team have also conducted research into areas of concern and improvement plans have been developed and acted upon – for example, performance has improved in exceeding ‘fail to appear’ warrants issued by the courts.
- The force participates fully in prosecution team performance meetings, which have resulted in improvements in file quality and timeliness and supported continuing success in other areas of criminal justice performance. The force is achieving its LCJB targets for numbers of guilty pleas at first hearing and discontinued/ineffective trials. File quality and timeliness are in compliance with the ACPO manual of guidance and exceed LCJB targets.
- Statutory charging went live in March 2006, and there are robust and proven mechanisms in place at local and strategic levels to manage any issues arising from the pre-charge advice scheme.
- Case progression officers are now part of the case handling units, located at the three force custody centres, to meet the force’s commitment to the Effective Trial Management Programme with its partners in the CPS and the courts.
- The Northern Justice Centre has brought together all criminal justice partners under one roof, including the CPS, the probation service, the YOT, and custody and witness care services, and is held up as national best practice. The force is developing plans for a Southern Justice Centre in conjunction with its partners.
- There is a robust process in place to manage police bail. A new system was introduced in support of statutory charging; this includes ‘short bail period’ protocols for prolific offenders and persistent young offenders, and direct supervision of the case investigation of those returning on bail through custody centre ‘investigative gatekeepers’.
- The force has exceeded its target for OBTJ. The percentage of all offences that were brought to justice rose by 15% in 2005/06 to 25.1%, though this was still under the MSF average of 25.4%. Sanction detections also increased, by 12% to 23.7%, and the force exceeded its Narrowing the Justice Gap target, though again this was under the MSF average of 25.5%. Average arrest-to-sentencing time for persistent young offenders exceeded the target of 71 days.
- The force has invested in a NIM-based, Home Office-recommended warrant management system (developed by South Wales Police). In 2005/06 the force complied with the LCJB target of executing 60% of all A–C category ‘fail to appear’ warrants within the national time periods.
- The VIP includes staff from the police, the CPS, the probation service, the YOT and the witness care service, and the service it provides to vulnerable victims and witnesses is fully compliant with the new codes. The service will be extended to all victims in April 2006. The VIP meets or exceeds all the requirements of No Witness, No Justice. The force is also working on the early introduction of the proposals contained in the Witness Charter.

- At the end of the third quarter of 2005/06 twelve Confiscation Orders had been secured with a total value of £231,689, and two forfeiture orders with a value of £17,786, all under POCA. Further orders are being prepared but are not currently resulted.
- The force has worked with its partners to produce a joint ASB strategy which is fully aligned with and complements the recently developed NHP strategy, including the obtaining of ASBOs both pre- and post-court appearance.
- The force has carried out a gap analysis against the new National Centre for Policing Excellence (NCPE) code on safer detention and handling of persons in police custody, and is in a strong position to achieve compliance with the code through a remedial work plan. In terms of estate, the force has moved to just three custody centres, all situated in good strategic locations to cover the whole county. Maximum travelling time to the nearest centre is estimated at 25 minutes from anywhere in the county. The new custody facilities in the Northern Justice Centre will soon be matched in the south at the custody centre at Leamington Spa; in the meantime, existing facilities in the south of the county are adequate. The third site at Rugby is also to be renovated shortly, but again existing facilities are adequate. Each site has a prisoner processing unit.
- The force employs sub-contracted jailers, trained and authorised by the Chief Constable to carry out enhanced duties. These assistants complete source input documents and take DNA samples and fingerprints on the Livescan system, saving hours of front-line officer time. Life signs monitoring at all three custody sites minimises the need for constant watch on vulnerable prisoners.
- Workflow rates within custody units are measured daily and published on the intranet 'dashboard'. Staffing levels are adjusted accordingly – for example, an extra sergeant and an extra custody assistant were provided to Nuneaton following a rise in prisoner numbers. The force is working with the Police Information Technology Organisation to install the Lanner simulation software designed to assist in setting staffing levels to match changes in workflow.

Areas for Improvement

- The LCJB 'confidence in the justice system' indicator is below the 50% target at 45.2%.
- Over 2005/06 the force was below the PNC national compliance targets for inputting data. In respect of entering arrest/summons data the 12-month average was 76% of data entered within 24 hours, against a target of 90%. In respect of court results, the 12-month average was 70% of data entered within 10 days of the court hearing, against a target of 75%, although this figure has dropped in recent months. Concerns expressed by HMIC about PNC performance have been responded to positively and HMIC has been kept updated on progress against an action plan. It is also acknowledged that several complex issues relating to the rolling-out of national systems – NSPIS (National Strategy for Police Information Systems) and Libra (a magistrates court system) – have badly affected performance and are currently dependent upon national resolutions.
- Custody policy has become fragmented with various documents and protocols in use across the force. Work is needed to bring all these policy documents and protocols together in one source document, to be available via the force intranet.

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GOOD PRACTICE

TITLE: Victim & Witness Information Partnership (VIP)
PROBLEM: Supporting victims and witnesses within the criminal justice system
<p>SOLUTION: Warwickshire has a unique collaborative, multi-agency approach to supporting victims and witnesses involved in cases within the criminal justice system. As the county witness care unit, the Victim and Witness Information Partnership (VIP) brings under one roof a range of CJ agency staff – police, CPS, Probation, YOT, Victim Support and a police ASBO co-ordinator. This broad approach to the business ensures that VIP's 'customers' – victims and witnesses – are supported from point of charge and receive regular timely information. VIP is a true 'one-stop' shop. The inclusion of CJ agencies beyond police and CPS means wider support for customers in critical CJ business areas.</p> <p>For instance, victims of youth crime are contacted at an early stage by VIP Witness Care Officers (WCO) and offered a say in any restorative element to a young offender's sentence. This means instant contact with victims by YOT officers, offering a buy-in to part of an offender's sentence. WCOs have direct contact with Probation staff who are responsible for updating victims and bereaved families where an offender has been sentenced to 12 months imprisonment, or more, for violent/sexual offences. Real-time contact means that victims receive quality and timely information. This also impacts positively on Probation target times for supplying victims with critical information.</p> <p>The inclusion of an ASBO co-ordinator in the team provides the capability to support witnesses involved in the initial application for ASBOs by non-police agencies. This extends VIP's business into the civil side of community justice, broadening VIP's responsibilities in the drive to reduce crime and criminality and the improvement of quality of life and confidence in the CJ system. The cornerstone of much of VIP's work is Victim Support. With a VS worker within VIP, the unit offers immediate confidential support and advice to victims of crime. The office has meeting rooms available for victims to discuss any issues they have. VIP has an open door policy, with reception and CJS online facilities for the public to take advantage of.</p>
OUTCOME(S): A current survey is indicating that 84% of VIP's customers are satisfied/very satisfied with the CJ system in Warwickshire. It is suggested that the 'one-stop shop' approach in support of victims and witnesses is reaping huge dividends.
FORCE CONTACT: Supt Graham Moreton 01926 414020

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GOOD PRACTICE

TITLE: Warwickshire Justice Centre Programme

PROBLEM: Joined up Justice.

SOLUTION: The Warwickshire Justice Centre Programme is an innovative approach to local, joined-up justice. Local justice centres co-locate relevant agencies to provide improved, integrated services. The first centre in Nuneaton became operational in January 2005 and another centre is scheduled for completion in December 2008. The programme team responsible for the Nuneaton centre was awarded the Office of Government and Commerce delivery team award in November 2005. Financial and performance benefits have resulted from this initiative.

The Chief Executives of the Warwickshire CJ agencies had a good record of working together prior to the introduction of Local Crime Justice Boards to deliver joint performance targets and sharing performance plans. However, all agencies suffered from poor buildings that were no longer fit for purpose. The Warwickshire Justice Agencies developed a business case for funding to develop Justice Centres to provide:

- Improved support for victims and witnesses
- Improved confidence and access to services
- Improved facilities for the safety and security of suspects
- Improved working environment for staff

In 2002, the agencies secured funding by the Capital Modernisation Fund and other sources to establish two justice centres. A major programme oversaw the strategy's implementation, including buildings, IT and Communications, business process improvement and business management. The Chief Constable was appointed as the Senior Responsible owner for successful delivery of the programme. Managers and operational staff have been actively engaged in designing the centres, developing new ways of working and delivering benefits. The county's first centre (Nuneaton) comprises:

- 24/7 operational policing sector;
- 32-cell custody suite with secure links to the courts;
- four magistrates courts used for adult, juvenile, family and civil cases;
- Prosecution, defence and vulnerable witness facilities;
- an open plan floor area where over 150 staff are co-located from Judicial Services; Youth Offending Team, Probation, CIS and HMCS;
- a meeting room suite capable of adapting to a major investigation suite;
- Probation Service interview and training rooms; and
- community punishment equipment store.

The centre in Leamington Spa will also include four Crown courts and the head offices of the Justice Agencies, including Warwickshire Police Judicial Services.

OUTCOME(S):

Financial benefits have accrued in respect of one-off savings, totalling £ 3.6 million and ongoing benefits of £0.5m the majority of which are cashable, flowing from:

Reduced complaints in custody

Quicker transfer of prisoners from police to courts

Increased arrests

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Increased confidence of victims and witnesses

Reduced time of officers required to attend courts

Improved exchange of information between agencies

Attendance at NIM briefings by Probation and YOTs

Reduced delays in proceeding with youth cases

Use of courts video links to prisons by probation and YOTs

Improvement in sanctioned detention and offences brought to justice

This innovative programme to deliver local joined up justice has attracted interest from other justice areas and is being replicated in Scotland and Lincolnshire. HMIC support in highlighting this innovative programme will benefit the national strategy for delivery of local joined-up justice.

FORCE CONTACT: Richard Lyttle 01926 415009

4 Promoting Safety (Domain 3)

4A Reducing Anti-Social Behaviour

Grade	Direction of Travel
Fair	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
0	8	35	0

Contextual Factors

Tackling anti-social behaviour is viewed in Warwickshire as a partnership matter, at both county and district level. There is a county partnership strategy and five district councils include ASB as a key strategic priority as part of their CDRP crime reduction strategies.

Warwickshire's ASB strategy is closely linked to, and complements the county strategy. There is a clearly defined ACPO lead who has been most active in developing strategy and consulting with key partners. The ACC attends county partnership meetings and has led on the formulation of police and partnership strategy. A force policy on ASB has been agreed, together with a case management manual.

Warwickshire Police has a commitment to roll out NHP by November 2006, and the project plan includes the formation of Partnership and Communities Together meetings in order to identify community priorities for action by local services. It is intended that the chairs of such meetings will be community representatives, and ASB is expected to feature regularly among the priorities for local action.

ASB is included in the corporate level 1 and 2 strategic assessment as part of the Safer Neighbourhoods programme and is very much part of the control strategy at force and BCU levels.

Strengths

- The ACC (TO) is the force lead for ASB. Warwickshire has its own ASB strategy, which is linked and complementary to the countywide partnership strategy. The ACC (TO) attends county-level partnership meetings and has led on the formulation of the police and partnership strategy. A force policy on ASB has been agreed, together with a case management manual.
- The county has strong, established and productive partnership relationships and the county community safety forum ensures that a corporate approach is taken to strategic direction and guiding principles. The ASB partnership strategy was formulated following extensive consultation. CDRP subgroups have representation from a number of statutory, voluntary and community bodies. For example, Warwick District Council's CDRP includes representatives from the police, the housing department, the YOT, the British Transport Police, the Victim and Witness

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Information Project (VIP) and Connexions, along with the county solicitor. All contribute effectively to priority setting in this area.

- The force can demonstrate good practice in relation to the VIP, which involves co-located multi-agency staff who actively update and support victims and witnesses of ASB. A full-time ASB victim and witness co-ordinator oversees the effectiveness of the service provided and ensures that a corporate approach is taken across the five district CDRPs.
- The ASB case management manual provides guidance for all officers and staff and outlines the levels of proportionality to be used in tackling ASB under an agreed six-stage scheme. It also provides practical advice on the use of crack house closure orders and other ASB good practice.
- The county ASB co-ordinator has run a number of multi-agency workshops, such as strategic planning days with councillors and police to discuss the options within the agreed ASB toolbox. Other practitioners, including CBOs and PCSOs, have been included in workshops to learn more about the tactical options and the practicalities of implementing the full range of ASB powers.
- The force can demonstrate a range of incremental responses to tackling ASB, from letters of concern, non-judgemental correspondence and ASB contracts to full ASBOs where necessary. There is clear evidence of effective multi-agency working to secure ASBOs when appropriate.
- The command and control system (system for task and operational resource management – STORM) is used on a daily basis by dedicated ASB staff, CBOs and PCSOs for briefing purposes and also to check for accuracy of closing codes and for maintaining databases. This quality control by the dedicated ASB staff is essential for effective partnership tasking and co-ordination.
- The force is aware of the impact of ASB on individuals and communities, and its commitment to tackling this issue is evidenced by the long-running Operation Acquit, which is conducted throughout Warwickshire every weekend. This operation provides a dedicated contingent of officers, PCSOs, special constables and community wardens who are tasked through intelligence to patrol locations which have a higher-than-normal incidence of ASB and disorder. In addition, good practice can be found at Rugby where community safety wardens employed by the local authority work afternoon shifts to target ASB at hot-spot locations. A help line is available for the local community to report their concerns.
- Every opportunity is used to provide guidance to staff on ASB national good practice. ASB staff have attended and fully contributed to national events such as Together action days. PCSO training follows the Centrex format and PCSOs are fully engaged in ASBO processes.
- The force makes effective use of the media by means of internal and external marketing and awareness.
- A pilot has commenced in Rugby to use the FLARE database, sponsored by Warwickshire County Council. This is a web-enabled database system which allows different partnership agencies to communicate sanitised information about ASB. Should the pilot prove successful then use of the system will be extended to the

other districts. This will also enable ASB information to be shared across the force to increase cross-district intelligence.

Work in Progress

- Although an evaluation is under way of the impact of the NHP project, there is no evidence of systematic or regular evaluation of ASB initiatives and tactics deployed by the force.
- There is evidence of community engagement in isolated pockets, but this is not a consistent picture across the force. There is currently no formal corporate community engagement strategy that encapsulates national good practice from existing engagement processes in order to ensure that Safer Neighbourhoods teams and local commanders fully understand the priorities of their local communities.

Area for Improvement

- ASB features as a local priority but the force has yet to adopt a performance framework so that progress against the objectives of the ASB strategy can be monitored effectively and evaluated.

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4B Protecting Vulnerable People

Grade	Direction of Travel
Poor	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
8	32	3	0

National Position

This framework replaces two frameworks used in 2005 – Reducing and Investigating Hate Crime, and Crimes against Vulnerable Victims – which covered hate crimes (predominantly racially motivated), domestic violence and child protection. Following consultation with practitioners and ACPO leads, a single framework was introduced for 2006 with four components: domestic violence; child protection; the management of dangerous and sex offenders; and vulnerable missing persons. Hate crime is captured in framework 1A. It is therefore inappropriate to compare this framework with last year's results; the direction of travel reflects HMIC's judgements about changes in domestic violence and child protection, and the work that forces could evidence in the other two areas, for example that they had improved their structures, processes and resources.

The four areas are discrete but share a common theme – they deal with vulnerable victims where there is a high risk that an incident can quickly become critical, and where a poor police response is both life threatening and poses severe reputational risks for the force. For this reason, the grade is an overall grade capped at the level of the weakest area of performance. Aggregating four components to a Fair grade – which is defined as being an acceptable level of service – when HMIC (and in many cases forces themselves) recognises that at least one area merits a Poor would be unsafe.

Contextual Factors

This does not mean that other areas arouse similar concern; in the case of Warwickshire, HMIC commends the efforts made to tackle child abuse matters and deal with missing persons promptly and effectively. However, work on the management of sex offenders and domestic violence is inadequately staffed and supervised, risk assessment processes are not applied properly or understood and IT support is weak. For these reasons, an overall grade of Poor is considered appropriate.

Child Abuse**Strengths**

- A central referral unit has been introduced to ensure a single point of contact for all child protection referrals, and to enhance information sharing with Social Services and other internal and external partners.
- There are clear lines of accountability, with three BCU-based officers supervised by a detective sergeant and overseen centrally by the head of the child protection unit

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(CPU), who reports to the detective superintendent (head of investigation) and the head of crime.

- The CPU crime recording policy is audited every six months to ensure that referrals are recorded and finalised in accordance with the NCRS.
- A review of staffing arrangements in the wake of the Climbié Inquiry report led to an increase of two officers; the workload per officer is 50 cases a year, within the range suggested by national good practice.
- The force has introduced a case management IT system (child abuse tracking system – CATS) and all actions and decisions are recorded on CATS enquiry logs. This ensures that officers have immediate access to the current status of any current referral or investigation. CATS is utilised by both CPU and domestic violence officers, and this has improved the force's ability to share information between these teams.
- The force currently monitors performance in child abuse using a locally designed framework, and plans to incorporate recommendations from national guidance once these are available.

Areas for Improvement

- While access to the child protection register is available out of hours, access to the CATS database is restricted. Access to CATS outside office hours is through the force control room inspector, but a number of officers have yet to be trained in the use of the system.
- The force policy is that audit and dip sampling of Child Investigation Abuse Unit (CIAU) investigations are undertaken by the head of CIAU, but since the role was expanded there has been some slippage in keeping to the quality assurance programme. It is essential that this quality assurance process is reintroduced.

Domestic Violence

Strengths

- The force is in the process of restructuring the management arrangements for domestic violence and public protection. The ACC (specialist operations) is the force champion and there is now a dedicated domestic violence unit based at headquarters, comprising a detective sergeant and four constables. These officers risk-assess and prioritise domestic violence cases on behalf of the two BCUs.
- Force policy on the response to and investigation of domestic violence has recently been updated to incorporate national guidance, and has been circulated to staff by means of the force intranet. Awareness training is being delivered to some operational staff and all control room staff have attended a one-day course.
- All domestic violence incidents are flagged on STORM, the force command and control system, which helps the dedicated domestic violence officers to exchange information with partner agencies under the Warwickshire information sharing protocol.
- The domestic violence unit discusses high-risk domestic violence cases within the domestic abuse multi-agency team arrangements, to determine the extent of the risk posed by the perpetrator and to identify the positive action required by police and partner agencies to minimise the harm to the victim.

Work In Progress

- Recent structural changes have resulted in staff being located in the community safety department at headquarters, but this arrangement is cramped and unsatisfactory. The force has reached an agreement with Warwickshire County Council to move the unit later in 2006 to shared premises, thus bringing together domestic violence staff from both the force and the county council.

Areas for Improvement

- The force has recently introduced a revised domestic violence policy to incorporate NCPE guidelines, especially on assessing and managing the risks to the victim. However, implementation is not yet consistent, and the force relies upon ad hoc dip sampling; there is no systematic process for auditing compliance with the policy. Given the high-risk nature of this area of service delivery, this omission should be rectified urgently.
- The current policy for domestic violence is built around positive action and policy compliance by operational officers, and risk assessment by such officers and the central domestic violence unit. Currently, there are gaps in the management of risk, particularly at weekends and bank holidays, and the force should take steps to ensure that the risk to victims is more effectively managed at these times of high demand and increased risk.
- There is no clear rationale for the staffing levels of specialist officers within the domestic violence unit. Currently four officers are assigned to the unit, which manages approximately 300 referrals per month, meaning that each officer has to deal with around 900 referrals per year, which is a high figure. In the absence of national guidelines on the workload of domestic violence officers, the force needs to

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review the role and responsibilities of post-holders and determine an acceptable caseload per officer.

- A domestic violence risk assessment process has only recently been implemented and dedicated domestic violence officers were not expected to be trained until June 2006. The initial risk assessment is completed by front-line officers who have yet to receive any training in the identification of the risk indicators associated with domestic violence. It is essential that the force addresses this vulnerability through training and supervision.
- There is limited evidence that high-risk or repeat offenders are being proactively targeted by BCUs using NIM disciplines. The process is currently being improved, but it will be important to ensure that the intelligence products provided by the domestic violence unit meet NIM standards and that the business processes to track action by BCUs against repeat offenders are audited to ensure compliance with force standards and policy.
- There is a need for a performance framework for domestic violence prevention or investigation that would identify both good and poor performance and practice. Such a framework would also assist in identifying gaps in service provision and provide a structure for greater ownership and accountability.
- High-risk domestic violence incidents are recorded on an IT system but there is an average three-week delay in inputting, meaning that cases at highest risk are dealt with on paper. As a result, information on these cases is not available to operational officers in the evening or at weekends.

Public Protection

Strengths

- Dangerous offenders are considered within the force strategic assessment and form part of the level 2 control strategy priorities. The nature and extent of the risk presented by offenders is assessed using both the Risk Matrix 2000 and OASys – risk assessment models.
- The force intelligence management system is used to ensure that all incidents involving registered sex offenders (RSOs) and violent offenders are recorded and identified.
- The force has up-to-date policy and guidance which sets out the procedures for reporting, managing, responding to and investigating RSOs within the multi-agency police protection arrangements process. Mechanisms are in place to monitor risk in light of emerging information.

Areas for Improvement

- The structure and staffing of the public protection unit (PPU) were reviewed by the force in June 2005, but despite 'on paper' growth, current staffing levels are insufficient to meet current and projected demand. It is difficult to determine precisely the actual workload of PPU officers, but it is probably around 160 cases per officer per year. While there is currently no agreed national benchmark, the national ACPO portfolio holder suggests that each officer should not be required to manage more

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than 50 registered sex offenders per year, and that this number should not include more than 20% of very high/high risk offenders. The force should therefore re-examine the staffing levels within the PPU as a matter of urgency.

- The force policy for visiting RSOs requires that high-risk offenders (managed jointly by the police and the probation service) are visited every month, medium-risk offenders every quarter and low-risk offenders every six months. In practice, PPU officers visit the high-risk RSOs every week; this higher level of attention to a small number of jointly owned RSOs detracts from PPU capacity to monitor medium- and low-risk RSOs. Currently, medium-risk RSOs are visited every six months and low-risk RSOs every 12 months, which falls below the standards set. While these offenders are judged to be of lower risk, the powers of assessment is not a precise science and it is essential that such offenders are regularly monitored to detect any escalation in their risk of offending. The force should review the working practices of the PPU in order to ensure that the risks posed by RSOs are managed effectively.
- The force does not have a consistent approach to welfare support for officers and police staff involved in the management of sex offenders and other high-risk offenders. Given the current heavy workloads of the PPU and the high-risk nature of its role, the force should consider improving the level of support to staff within the unit.

Missing Persons

Strengths

- Missing persons policy became the responsibility of the crime support department in March 2005. Since then, considerable effort has been expended to raise the profile of missing persons work; the NCPE doctrine and risk assessment process have been fully adopted.

Areas for Improvement

- At present the force uses paper records to manage missing person incidents, although it has made budget provision to acquire the national Community Policing and Case Tracking System in the near future. This should improve the currently inadequate arrangements for review and supervision of these incidents.

5 Providing Assistance (Domain 4)

5A Contact Management

Grade	Direction of Travel
Fair	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
1	18	20	4

Contextual Factors

Warwickshire Police operates a single communications centre centrally located on the HQ site. This modern centre receives and handles all calls to headquarters, all 999 calls received by the force, and any calls from the public that are redirected from local police stations. The communications centre delivers a 24-hour, 7-day service to the public, using state-of-the-art equipment to control and direct customer contact. All calls from the public requesting service are recorded on the force command and control system. Calls are then graded and assessed by civilian staff, who use predetermined criteria to assess whether a police officer response is required. In total the communications centre employs over 100 police staff and 25 officers. Last year the communications centre dealt with 125,000 incidents.

To ensure joined-up delivery, the force has amalgamated a number of quality of service contact-related projects under its citizen focus programme, including:

- improving the user experience;
- introducing NHP;
- community engagement (public understanding and local accountability);
- introducing organisational and cultural change;
- PCSO recruitment;
- meeting the national quality of service commitment; and
- victim and witness care.

The force has made significant investment in contact management within the control room. The implementation of new IT systems, along with a new telephony system and a new Airwave radio system, will contribute to an enhanced and more professional service delivery.

Strengths

- Customer satisfaction surveys are collated to national standards and reported on a monthly basis. A spreadsheet of the responses is forwarded to both the customer

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contact manager and quality of service supervisors to identify areas for improvement. The data from these surveys is used to identify training issues for call handlers and to improve call handling responses and customer dialogue. Additionally, a call monitoring scheme (including the examination of voice recordings) has been introduced to check on the performance of communications centre staff when engaged with customers.

- Complaints are monitored by the quality of service supervisors, who identify the reasons for them and put forward any learning points to the member of staff complained against, management or both. One staff survey has been conducted and will be repeated in the near future. Information from the survey has been used to improve service delivery and staff development.
- Reports are provided to managers on the handling of complaints, identifying trends and training and development needs (both organisational and individual).
- A quality plan has been drafted and put out for consultation. It sets out a framework for the various quality assurance activities that take place in the force control room and is based upon NCHS. It identifies standards and expectations for call monitoring, complaint recording and analysis, customer survey results, staff questionnaires and staff performance records. This will put the force in a good position to implement the Quality of Service Commitment by November 2006.
- The ACC (SO) chairs the citizen focus programme board. All quality of service issues are progressed under the Improving the User Experience workstream, which includes projects to deliver NCHS, National Standards for Incident Recording (NSIR), the Victims' Code of Practice and customer relationship management. The introduction of the quality of service commitment is being conducted through a separate plan but under the umbrella of the citizen focus programme board.
- The force has a call handling strategy which promotes the achievement of all the various standards (NCHS, NSIR, etc), and offers a flexible approach to changes in call routing (such as the single non-emergency number and internal skill-based routing) and the requirements of demand management.
- The recommendations of the HMIC thematic report *First Contact* are being addressed, and the force has funded eight additional police officer posts within the communications centre to staff a public service desk.
- The force estates strategy is designed to support the citizen focus programme, improving physical access to police stations, for the public, by providing public contact points; the new combined justice centres have improved access for people with disabilities.
- New contact management staff attend a six-week initial training course and each is then allocated a tutor and a mentor to help them to become an effective member of the team. Their performance is continually monitored by both the tutor and their supervisor and feedback is provided to assist their development.
- From the work of the process mapping team a call reception manual has been developed which defines how to deal with the various types of call received, and establishes a common approach to call handling, including who should deal with various aspects of any particular incident. Call handlers have access to this resource electronically to assist them in dealing with unusual or complex incidents.

Areas for Improvement

- Business continuity is at a very early stage of development. The force has a business continuity plan for the force control room, and a back-up site, but the plan needs to be fully tested. Other critical systems and functions do not have business continuity plans and there are no specific formalised and tested business continuity command structures at Gold or BCU level. Providing an effective service in the absence of these plans would be extremely problematic for the control room, and the force needs to complete and test such plans quickly.
- The internal staff survey highlighted a number of deficiencies, including poor clarity of purpose and understanding of the basic principles of public service, together with others concerning training and what is meant by successful performance. In essence, these problems all relate to ineffective communication. If the force is to improve the customer experience and bring about cultural change, it will need to ensure that staff working in contact with the public have bought into the concept of customer service and fully understand what is expected of them.

5B Providing Specialist Operational Support

Grade	Direction of Travel
Fair	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	23	19	1

Contextual Factors

Firearms training is managed centrally within the operations team. The force operates armed response vehicles (ARVs) from two bases, supported by additional trained authorised firearms officers (AFOs) on the two BCUs. The ARV resources are due to move from centralised management to BCU management in the near future as part of the operations team review.

The force operates a structured approach to civil contingencies, with representation by chief officers at regional and local resilience forum (LRF) levels. This is supported by a multi-agency act implementation group which co-ordinates the activities of the sub-working groups. The LRF is active in a number of areas, including the running of training exercises and planning for a potential flu pandemic or other significant incidents which can impact on communities. A small contingency planning group at headquarters prepares contingency plans and oversees the regular exercising of these plans in conjunction with other public services.

Strengths

- The force has completed a firearms risk and threat assessment, and there is a clear link between this and decisions made on the required number of AFOs, commanders and other firearms resources.
- Both ACCs are nationally trained and accredited Gold commanders, with succession arrangements in place. The ten Silver-trained and accredited commanders provide a resilient call-out facility, and each maintains a log book of incidents attended. Because the Silver commanders are not exposed to a large number of real incidents, scenario testing is used for re-accreditation purposes.
- A force-level firearms user group – with representation from all relevant firearms disciplines as well as the force control room, Silver commanders and staff associations – meets quarterly to discuss and progress policy, training and best practice, and to debrief firearms incidents. Feeding into this are debriefs from every firearms incident, together with the results of monitoring of firearms incident logs.
- There is evidence that specialist services within operations are tasked at level 2, in line with NIM. The recent devolvement of ARV and roads policing staff to the two BCUs should enhance their contribution to meeting BCU priorities.

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- There are proven working relationships with event organisers in respect of large-scale pre-planned events, enabling assessment of potential disorder and safety issues. The force trains and equips sufficient public order officers and commanders to meet its mutual aid commitment of two PSUs, and PSU mobilisation for pre-planned events has been tested successfully.
- All force operations are debriefed and, together with the Silver commander's log process, this provides organisational learning from public order incidents.
- The force uses a data warehouse known as FLINTS, which has regional interoperability. There is a good level of understanding about the use of community impact assessments, and evidence that these have been used to respond to potential public order threats to the community.
- The ACC (operations) is a member of the LRF and provides the link to the regional resilience forum. Key staff sit on the multi-agency Civil Contingencies Act (CCA) implementation group and a number of its subgroups. This structure and the force participation within it provide a sound structure for further progress.
- The force has a generic major incident response plan which covers all the key aspects such as command and control, communications, the casualty bureau and so on. Some multi-agency exercises have taken place for both Gold commanders and key operational major incident staff.

Work In Progress

- Despite it being flagged as an area for improvement in last year's baseline assessment, the force does not yet have any CBRN-trained firearms officers.

Areas for Improvement

- The firearms risk and threat assessment has identified the need to increase the number of AFOs to cover the staffing of ARVs and pre-planned firearms operations but these additional officers are not yet in place.
- There is no operations departmental plan in place, although the force intends to develop one following the devolvement of ARV and roads policing resources. It would be beneficial for the plan to identify how devolvement may impact on ARV and roads policing performance and service levels.
- An accreditation process for Silver commanders is in place, but the force acknowledges that it could be developed further to take into account good practice from neighbouring forces, specifically around re-accreditation of those commanders with little exposure to incidents.
- At present AFOs and Silver commanders do not take part in joint training with other emergency services, and this gap in training provision should be rectified swiftly. In addition, there are no protocols for dealing with firearms incidents in community-sensitive locations such as hospitals or schools.
- The force does not regularly test its capability to mobilise public order resources spontaneously, to ensure that it can meet its regional and national mutual aid

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commitments. Testing should be introduced, to include PSU commanders and tactical advisers.

- There is much work to be done by the force and its LRF partners in completing risk assessments as required by the CCA, and then developing plans around these assessments.
- While there are business continuity plans for the force control room, business continuity planning across the force is still embryonic, and there are no specific formalised and tested business continuity command structures at Gold or BCU level. This needs to be rectified with urgency.
- At present there is no formal programme of testing or exercising of site-specific contingency plans, either by the force alone or with partners. There is a proposal to increase the management capacity of the headquarters contingency planning team following the reorganisation of the operations department. However, there remains considerable work to progress at practitioner level.
- There is no formal training or awareness programme for on-call operational staff, including inspectors and sergeants, in respect of their initial response role at a major incident. The force needs to address this training need for key staff as soon as possible.
- The force has identified a need to develop the existing joint media strategy for civil contingencies, and there is no agreed framework for information exchange from other organisations in respect of civil contingencies obligations.

5C Strategic Roads Policing

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	7	33	3

Contextual Factors

The responsibility for strategic roads policing in Warwickshire currently lies with the centrally managed operations team. This includes all specialist roads policing and ARV resources together with a dedicated management structure. Roads policing activities are governed by a comprehensive strategy based on the ACPO national strategy. Key areas of activity include casualty reduction, road crime reduction, road user management, operational emphasis, common national standards, and joint agency liaison and action.

A recent review of the operations team recommended devolving the operational elements of the roads policing and ARV resources to the two BCUs. The specialist functions of road safety, collision investigation and the ANPR back office would remain under central management. Following devolvment, the responsibility for day-to-day management of roads policing and ARV staff would rest with the BCUs. However these resources would still provide the professional response to the investigation of road deaths and firearms incidents, and to facilitate this they will be controlled by the force communications centre inspector.

Strengths

- The force is on track to achieve its 2010 casualty reduction targets, having exceeded all relevant targets in 2005.
- The Warwickshire casualty reduction partnership is a strong and effective partnership which has achieved significant reductions in killed or seriously injured (KSI) figures at camera sites. The figures for 2005 show a reduction of 74% on the pre-camera baseline figures.
- The roads policing strategy is based on the ACPO national strategy and is fully documented, with key areas of activity including casualty reduction; road crime reduction; road user management; adoption of common national standards; use of new technology; and joint agency liaison and action. The strategy also has links to the ANPR strategy. All roads policing staff are familiar with the strategy, and it drives daily activities, together with the force tactical tasking and co-ordination meeting.
- In addition, the force has a road safety strategy that is the subject of a memorandum of understanding between key partner agencies – Warwickshire County Council, Coventry and Warwickshire Ambulance Trust, the three primary care trusts and

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Warwickshire Fire and Rescue Service based on the 2010 casualty reduction strategy.

- The force supports casualty reduction education by means of speed awareness workshops, delivered in partnership with Warwickshire County Council. Bike Safe is delivered in consultation with the motorcycling industry. In addition, the force delivers education in all secondary schools in the form of the Scooter Safe and Astra (pre-driver training) programmes, again in partnership with Warwickshire County Council.
- A prioritised deployment strategy is in place, incorporating collision investigation, ANPR, level 2 deployments, directed patrol activity, campaigns enforcement, general high-visibility patrol and ARV deployment. This strategy links to the force tactical tasking and co-ordination meetings to ensure that force and BCU priorities are addressed.
- Warwickshire currently has one dedicated ANPR intercept team; devolvement of roads policing staff provides the opportunity for the development of a second such team in the northern BCU.
- All roads policing activity is intelligence-led and based on NIM principles. Specialist analytical capability is provided to identify hot-spot routes, three general routes and one motorcycle route are targeted each month.
- Daily briefings are produced by geographically based traffic intelligence officers, in liaison with BCU and cross-border intelligence staff. These briefings focus on level 1 and level 2 criminality such as car key burglary, armed robbery teams and other emerging trends, and are emailed to all roads policing unit (RPU) staff.
- The operations team's performance is monitored at quarterly meetings by the ACC (operations). This includes principal roads policing activities, such as casualty reduction, attendance at KSI collisions, ANPR activity, crime arrests and ARV deployments. Performance measures drill down to individual officer level against agreed targets, in support of the aims of the force roads policing strategy. Performance against these targets forms part of each officer's annual professional development review (PDR).
- The ACPO *Road Death Investigation Manual* is fully implemented in Warwickshire. Two inspectors and eight sergeants are trained as SIOs under the manual and the force has more than 30 fully trained family liaison officers. All training is delivered in-force by one of the dedicated RPU inspectors, who is a qualified trainer.

Work in Progress

- The force has invested in ANPR technology and a robust new strategy is being developed to maximise use of the technology and reflect the changes to the operations team. Currently the force has only one dedicated intercept team, on the southern BCU; consideration needs to be given to resourcing another team.

6 Resource Use (Domain B)

6A Human Resource Management

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
2	18	23	0

National Position

The PPAF indicators on sickness and medical retirement continue to be key quantitative measurements of human resource (HR) performance. Increasing significance is being given to the completion of performance development reviews (PDRs) within 60 days of due date. PDRs should be intelligence-driven and link to other HR processes such as promotion and career pathways.

While most forces have conducted some basic workforce planning, this has yet to be extended to all staff, ranks and grades. Workforce planning often concentrates on basic succession planning for key operational police officer posts. Most forces now have a full range of policies to support the work/life balance, often going beyond their legal obligations. The majority of forces need to develop an effective mechanism to manage demand, which ensures that they allocate resources to peak periods. There is limited evidence to show that supervisors and managers have been adequately trained in effective resource management.

Although annual staff satisfaction surveys are common, applying the learning from these surveys, and from employment tribunals, accidents, injuries, complaints and grievances, could be developed further. Much health and safety activity in forces is owned by a handful of key individuals and is rarely integrated fully into day-to-day activity, other than monitoring of accidents, injuries and near misses. Few forces have accident/injury reduction targets or effective performance management of health and safety activity.

Contextual Factors

Effective HR management is recognised by the force as key to organisational success. HR systems and business processes have been developed to ensure up-to-date data and people information is available at all times, with personnel data integrating with other force systems. The PDR system has recently been reviewed and the competency framework updated to the latest version, with a software application which sets out PDR as a continuous development process; this has been well received within the force. The moving of PDR to one set period of time in the year has enabled objectives to be set against force priorities and development needs to be identified and met within new arrangements for identification and delivery of development priorities.

A clear people strategy has been in place for two years, with the vast majority of the strategic intentions having been met. A comprehensive people plan has also been put in place, which enables the force and the PA to monitor performance in line with the People Matters framework.

Strengths

- The HR department has a strategy underpins force performance and the delivery of HR management across the organisation. Its priorities are the recruitment of a diverse workforce which reflects the population of Warwickshire; maintaining standards in the recruitment and selection process, to ensure the highest quality recruits; promoting good attendance; and maintaining an effective employee relations climate while promoting continuous development of staff and managers through leadership training.
- Workforce modernisation is a key objective for the force. A review of detective officer capability, led by the HR department, has resulted in a number of posts being identified which do not require detective skills, and the introduction of mixed officer/police staff teams is being progressed to making the most effective use of all resources.
- The introduction of the Skills for Justice online system for completion of PDRs has improved access to PDRs and given greater responsibility to managers and individuals. The change in the completion schedule for the PDR process, to an annual timescale, has led to greater consistency in approach to PDR. The PDR performance objectives now align better with the force performance objectives.
- The integrated competency framework has been fully implemented across the force. Role profiles for new posts are developed jointly between managers and the HR department to ensure both that operational needs are met and that there is consistency in approach to the development of role profiles.
- The Special Priority Payments scheme recognises key front-line policing objectives such as NHP, along with the need to maintain and build level 2 detective capacity and reward those with specialist skills. Recruitment and retention have been built in as a major component of the scheme in support of operational performance. The scheme is reviewed on an annual basis to ensure that it continues to meet operational needs.
- The health and safety lead for the force is the ACC (SO), who chairs the force health and safety committee and the operations clothing and equipment committee. The ACC participates actively in the PA health, safety and training panel, alongside the head of HR and the health and safety manager.

Work in Progress

- An activity report is produced annually (HR4), outlining the work carried out by the HR department, and performance in key areas such as sickness and PDR completion is discussed in a variety of forums. However, the force does not yet have a process whereby all key HR activity is subject to rigorous performance management, so as to improve people management in support of operational objectives. A working group has been set up to discuss HR and training issues and to achieve a more rigorous performance management regime.

Areas for Improvement

- A review of the HR department's structural capability has identified opportunities to build greater capacity to deliver at a strategic level, while making efficiency savings and supporting BCUs more effectively.
- 2005/06 figures show a 36.2% increase in the average number of working hours lost by police officers due to sickness, to 82 working hours, well above the MSF average of 72 hours. Police staff sickness has also risen by 42.3%, and is again above the MSF average.
- The force lacks a formal succession planning process, leading to what is described as a 'fire-fighting' approach to filling vacancies, despite references to this problem in last year's baseline report. In particular, a number of senior and specialist posts would benefit from a clear succession plan. If operational capability and resilience are to be maintained, this issue must be addressed.
- Regular performance reviews are held for BCUs, the operations team, the crime support department and the judicial services department. Action points from these reviews are recorded and followed up. However, significant areas of the organisation remain uncovered by such a process, particularly support services and the HR department, which should be held to account as robustly as BCUs.
- The force does not have an annual health and safety plan, with priorities, to co-ordinate improvement activity as well as routine work. While existing risk assessments are available on the force intranet and locally, an up-to-date inventory is currently being compiled, and a gap analysis is to follow. Any gaps identified should be rectified as soon as practicable.
- A number of specialists and senior managers have been trained in health and safety issues, but there has been no general health and safety awareness training for all staff. However, a positive safety culture is being developed, and sergeants' forums are to receive a specific safety brief.

6B Training, Development and Organisational Learning

Grade	Direction of Travel
Fair	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
3	11	27	2

National Position

Learning and development (L&D) is a key driver for forces to improve performance. The requirement is for the right staff to have the right skills in the right place and at the right time in order to achieve or support operational performance.

HMIC has awarded a Good grade where key criteria have been met. Notably, where there is a clear distinction between the role of contractor and client, with the full and sustained involvement of a chief officer and the Police Authority. There should be a single post with accountability for all L&D products and services. Another prerequisite is an L&D strategy which is fully compliant with Home Office guidance and supported by a business plan, an improvement plan and a fully costed 'planned' and 'actual' delivery plan. Finally, a Good grade reflects robust quality assurance and evaluation processes, with clear evidence that the force is engaged in collaborative activity.

Contextual Factors

This section summarises the results of improvement activities that have been undertaken since the last inspection. It facilitates an understanding of the context within which such activities have taken place together with an understanding of the outcomes.

The force was graded Poor during the 2005 baseline process, with a number of recommendations made for improvement.

The training and development plan for 2006/07 has now captured all training delivered across the force. The costed training plan for 2006/07 now contains all training and fully meets the requirements of Home Office Circular 44/05.

The force has introduced a training panel process with full terms of reference that highlight the contractor/client relationship, between the training and development department and the force. There are four local panels, which feed into the force panel on a quarterly basis.

The training and development department has now produced a structured implementation plan in response to the reports referred to in the 2005 inspection. The department has also produced a single improvement plan, which the force and the PA are now monitoring through the training panel process.

The force's training prioritisation process has been enhanced and offers the facility, through the process identified in *Models for Learning*, for customers to submit learning needs analyses for agreement by the senior command team.

The training and development department has developed a comprehensive quality assurance process for all training, irrespective of where or by whom it is provided, and this needs to be embedded over the next year. The force's training and development manager is accountable for standards, costs and planning of all training.

Strengths

- The force has appointed an ACPO lead for training and development, who chairs the force training panel. The training panel process is implemented by four local panels, which feed back to the force training panel. The process engages the chief officer team, the PA and staff associations in the prioritisation of training and development for the force. The PA is actively engaged with the training and development function on a regular basis. There is an improvement plan in place, which is monitored by chief officers and the PA.
- The training and development plan meets all Home Office guidance and there are clear links to operational policing priorities. This ensures a genuine client/contractor relationship, the outcomes of which are measured through a developing evaluation process.
- The force has established local training panels to service clients' unique requirements.
- The force's costed training plan charts progress against demand agreed at the start of the year and the PA is informed of progress on a quarterly basis.

Areas for Improvement

- An improvement plan for the department now has milestones and is more clearly defined, but needs to be version-controlled and communicated to the force via the training panel process. The plan needs to be monitored at chief officer level and by the PA.
- While the force has informal agreements with key partners, a formal partnership agreement needs to be drawn up in cases where training is paid for.
- The force has introduced the training panel process, which is informing the prioritisation process for the delivery of training, but this now needs to be embedded.
- The evaluation process for training needs to be formalised and made more robust to ensure that level 3 evaluation is conducted across the range of activities.
- The force needs to undertake a full staff survey to ascertain the views of its staff on training delivery and to establish what is expected from the function; it should then respond to feedback with appropriate actions.
- The training and development department should develop a community engagement strategy and establish community groups. These groups would assist in the development of training material and give specialist advice in order to prevent any negative impact of training on their communities.

6C Race and Diversity

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	14	27	2

Contextual Factors

The force has a strong base for delivering internal equality and diversity, and its confidence and equality strategy clearly outlines its plans, taking the force forward in all key areas – notably age, gender and disability. The force has made progress in mainstreaming its duties under the RRAA, and emphasis on this will continue to be applied through the strategy.

During the last 12 months the force has supplemented its staff associations and support groups with the launch of the Rainbow Employee Network. This group provides support specifically to LGBT staff and ensures that LGBT issues are considered when developing policy and procedure.

Strengths

- The Confidence and Equality Board (CEB), chaired and championed by the DCC, is the main vehicle for monitoring and directing progress on diversity. Each of the six strands of diversity has a champion at a senior level within the force, reporting directly to the CEB. The DCC supports and co-ordinates work on all strands of diversity by having all chairs of the SIGs as members of the CEB. The DCC holds area commanders, SIG chairs and heads of department accountable for delivery through the CEB process.
- The force's RES 2005–08 was published in May 2005 and incorporates all relevant guidance. It uses the CRE and Way Forward templates and was quality-assured by West Mercia Police. The RES is reviewed annually, but it is a 'living' document, having already been revised twice – most recently in January 2006, when a feedback report about the scheme from the IAG was actioned and improvements to the diversity structure incorporated. This revision also included a published update on progress on all the actions in the RES action plan.
- Employment monitoring data is gathered in accordance with the statutory employment duty. Analysis focusing on race issues is produced and circulated to the CEB and the PA panel for discussion in report form, while data covering other diversity strands is collected from the NSPIS HR system.
- The HR department is reviewing applications for employment from BME applicants to identify any barriers to success, and a programme to boost the number of female applicants for promotion to sergeant and inspector is also being planned. Outreach

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recruitment work is being specifically targeted at the Chinese community during 2006/07, as a result of data monitoring.

- The force confidence and equality strategy has two core objectives – to improve the diversity of the force through positive action, in line with legislative frameworks; and to improve the recruitment, retention and progression of female and BME officers. These objectives are supported by a detailed action plan. The strategy has recently been revised to incorporate the latest good practice taken from the positive action toolkit.
- The force has embraced the DDA positively. It has a disability policy and protocols to ensure that recruitment, retention and progression practices do not discriminate on grounds of disability and that reasonable adjustments are made in these processes. The force has funded full assessments for dyslexia sufferers, and has provided specialist IT equipment to enable these staff to perform their roles, including laptops, eye packs and specialist IT programmes. It has also provided specialist chairs and lift-and-tilt desks, for staff with impaired movement, and a range of equipment including digital hearing aids for members of staff with hearing difficulties.
- Progress towards national race and diversity targets is monitored quarterly by the force performance board, chaired by the Chief Constable. The force is currently focusing on minority ethnic and women staff, and in 2005/06 implemented a wide range of positive action measures to attract joiners from underrepresented groups.
- In compliance with the RRAA, the force has put in place a programme of training for specialist staff in the general and specific duties, using external trainers. This is bolstered by an internal communication strategy targeting all staff on RRAA issues. This training has now been mainstreamed into the training and development strategy and will be integrated with routine training activity.

Areas for Improvement

- Despite a number of positive action initiatives to attract female and BME officers into specialist teams, the level 2 surveillance team consists only of white male officers. The force should examine whether a genuine occupational qualification could be secured to improve its operational capability and staff diversity.
- While the force makes good use of iQuanta data and MSF comparative information in relation to volume crime, similar benchmarking is not conducted routinely on diversity matters. The force should begin to use this data in the monitoring of its progress against race and diversity targets, and other actions within the confidence and trust strategy.

6D Managing Financial and Physical Resources

Grade	Direction of Travel
Fair	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
1	11	24	7

Contextual Factors

This is an HMIC assessment of domain 6D. It is based on the self-assessment return and our own findings as well as a consideration of the Police Use of Resources Evaluation (PURE) by the Audit Commission's appointed auditor for your force/authority. Set out at the end of this report are the appointed auditor's summarised scores for each theme covered by PURE. Separate, more detailed reports on PURE have also been issued by the appointed auditor for the authority/force.

The control and use of resources is essential to delivering more and better front-line policing. Warwickshire Police's arrangements to secure probity and stewardship are sound. With financial responsibilities widely diffused throughout the organisation, diverse methods of service delivery, and significant challenges facing the force in coming years, service managers need to be financially literate and provided with accurate and timely information to inform decisions. This will be of vital importance within Warwickshire Police, as both the HMIC assessment and the Audit Commission identify an organisation operating at adequate levels, but also requiring areas of improvement to lift its grading.

Budgets are under increasing pressure, and firm management and visibility of funding will be necessary, together with a robust approach to expenditure. There is also a need to place emphasis on value for money, cost savings, service improvement and infrastructure renewal (such as buildings and IT), while managing associated risks. The structures in place, and those being introduced, should support these aims and also those of any future reform agenda.

The force continues to invest significantly in the areas of IT and estates, to ensure the delivery of improved customer service and access together with better working conditions for staff. Currently there are ongoing reviews of procurement and the vehicle fleet, which are nearing completion and have already identified significant areas for service improvement and potential savings.

Strengths

- The force has participated in the Institute of Public Finance (IPF) benchmarking for financial services, and identified that its payroll services were expensive. As a result, and to improve the quality of service, this service is now managed by West Midlands Police.
- The planning and budgetary cycles are increasingly synchronised and processes for supporting them are better communicated than in the past.

- The force has achieved a Good rating for its management arrangements, utilisation and data quality of activity-based costing (ABC) in an independent assessment by PricewaterhouseCoopers.
- The force has now implemented sound compliance monitoring procedures to identify breaches of its procurement regulations.
- The force has developed improved guidelines for tendering and contracting and has modified contract standing orders with the support of the PA.
- Improvements have been secured in the e-procurement system, in the form of additional resources and modifications to the capabilities of the system.
- Steps have been taken since the last inspection to increase staff resources and improve the estates management service; national benchmarking data is now used and the force has formalised its energy strategy.
- Incident Data Recorders (IDRs) are now fitted in all vehicles, providing good data on their usage and a range of management information. As a result, although the fleet size has increased, the number of accidents has been reduced.
- The level of vehicle availability is high, at approximately 98% of the fleet at any one time.

Work in Progress

- The force has recognised that it needs to establish better links and communication between the central finance division and devolved budget holders, and ensure greater central support for the latter. This would give senior finance staff in the central finance division more time to concentrate on strategic financial management.
- The current management information system for the transport service is out of date, but an order has been placed for the latest upgrade.

Areas for Improvement

- A cost centre review is ongoing; in 2005/06, a one-off transfer from reserves was required along with a structural adjustment to the northern area budget to meet overspends carried forward by some devolved budget holders. The force will need to review budget holder outturns closely in 2006/07 to ensure that devolved budgets have now been set at a realistic level.
- The force needs to increase the use of ABC information to compare and challenge current resource utilisation and deployment.
- While there have been improvements in financial forecasting by devolved budget – holders, further improvement is still required, along with the development of a cost centre manual and appropriate training.
- There is a need to improve the creditor and commitment system, to counter a decrease in creditor payments made within target times. The force recognises that

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there is a need to ensure that all purchases for goods and services are raised using the e-procurement system and that goods and services are receipted on time. This goal is being addressed through the dissemination of management information, training and a review of procedures.

- It is acknowledged that increased use of activity analysis data is needed to compare and challenge current resource utilisation and deployment.
- The force needs to improve online access to management information for devolved budget holders; the cost of additional licenses has hitherto been prohibitive but will need to be addressed in the future.
- Warwickshire is trying to change the culture in its procurement service and is working to maximise the use of framework contracts to deliver best value for money. There is also a need to develop performance indicators, on-line processing and e-procurement.
- A best value review of the transport service has been undertaken by an external consultant but the draft report had yet to be approved by the PA at the end of 2005/06. The report makes 35 recommendations, including some on fleet service management. It also notes that further work must be undertaken to establish the optimum number of vehicles needed to maximise operational policing, subject to affordability.
- Central control over the size of the fleet is poorly exercised, with a significant number of vehicles not notified centrally to fleet management after purchase by local budget holders. While transport services purchase vehicles on behalf of the force and maintain detailed records of each vehicle, this growth of locally funded vehicles outside the official fleet has in some cases impacted adversely on finance and monitoring at BCU level. The force also needs to assess the impact of this practice on the vehicle replacement programme.

Audit Commission: Police Use of Resources Evaluation

Force and Authority: Warwickshire

Element	Assessment
Financial management	2
Financial standing	2
Internal control	2
Value for money	2

Key to grades

1. Below minimum requirements – inadequate performance
2. Only at minimum requirement – adequate performance
3. Constantly above minimum requirements – performing well
4. Well above minimum requirements – performing strongly

The judgements are made by auditors under the Code of Audit Practice and in accordance with guidance issued by the Audit Commission.

6E Information Management

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
1	9	31	2

National Position

The convergence of information and technology streams, and in particular the developing role of the chief information officer, is focusing attention on how forces corporately govern information. The aim in this assessment is to differentiate between forces that are taking an information-based approach to delivery and those that are technology-driven. A raft of emerging standards – notably Management of Police Information (MoPI) – is defining metrics against which performance can be measured, and these will ease the challenge in future assessments. Equally, the need for forces to develop medium-term planning, to consider national strategy in their local planning, and to reflect the requirements of the information technology infrastructure library (ITIL) have all provided some clear measures of success.

It has been a particularly challenging 12 months for forces' information services, as much development work was postponed because of amalgamation proposals. This backlog will need to be addressed in 2006/07, together with work on shared approaches to bridge the level 2 shortfall. The challenge of providing information for the cross-regional information-sharing project (CRISP) and the emerging IMPACT system is considerable. This may require the development of 'confidential' networks and work to meet the requirements of the Unified Police Security Architecture (UPSA) as well as MoPI. These carry as yet unquantified but very considerable costs, as well as resulting in major business change. With constrained budgets and increasing demands, the future poses real challenges as to how forces will manage their information assets.

Contextual Factors

The information management department consists of computer operations, systems development and communications, with responsibility for provision of the full range of information and communications technology (ICT) services to the force. It is staffed by 23 permanent members of staff and a variable number of contract staff depending on the work in hand. Services within this area are delivered from an annual budget of approximately £5 million revenue and £3 million capital. The department supports over 1,000 desktop computers and delivers services to over 1,000 police officers and 600 police staff. Access to applications is provided across the force's new IP-based combined voice, data and CCTV network, providing high-speed links to all force sites. Implementation of Airwave has also recently concluded.

The provision of IT solutions has been made against the five-year costed information management strategy (IMS). Delivery against this is now reaching a conclusion, and a new

document has been drafted and is being assessed against guidelines received and emerging from the NCPE Code of Practice for Management of Police Information (MoPI), prior to formal consultation with the force. Delivery of the IMS has been achieved using Projects in Controlled Environments 2 project management methodology, with appropriate structures in place to enable the force performance Board, supported by the information management group in a subgroup capacity, to discharge its responsibilities for execution of the strategy.

Strengths

- The force has a costed IMS that is reaching the end of its five-year period. Delivery of its objectives has brought radical improvement to the underlying ICT infrastructure, providing a comprehensive set of applications to support the force's core business. A draft IMS for the next five-year period has been produced and is currently being assessed against guidelines received and emerging in respect of MoPI.
- The force is providing the required information for the IMPACT nominal index (INI), with routines written to enable a more frequent refresh cycle once the CRB can handle the data. Procedures and a SPOC are in place for users to consult the INI or to process requests for information from other forces.
- A project to achieve high-speed search and analytical capability across regional forces is well advanced, using the data warehouse maintained by West Midlands Police, and its FLINTS product. A regional project has also been established for information sharing. This not only provides access to day-to-day operational information and intelligence across the region, but is also being used to meet the requirement to provide information to IMPACT.
- The force has reviewed its IT applications to determine which are mission-critical, and has established that only Airwave and the telephone and data network fall into this category. Technical arrangements have been put in place for these systems such that each is fully duplicated across two locations. Other disaster recovery arrangements ranging from full duplication, through secondary servers with 'hot' or 'warm' fail-over facilities (although not on duplicated sites), to simple duplication of disk arrays, processors, power feeds, etc, have been applied as necessary.
- The force benefits from a service desk logging system. The system is used to monitor both internal support and external suppliers and provides prompts when service level agreements are approaching failure. A module has recently been added to output performance reports on a monthly basis. The system generates a customer survey that is emailed to a proportion of users after their incident has been resolved, and the responses to this are monitored to ensure that issues raised are resolved and improvements to the overall service made where necessary.
- The force is fully compliant with the first IMPACT requirement for INI, namely full refreshes on a monthly basis for the six applications. This is a fully automated Extract Transfer and Load (ETL) process which has been designed to support variable-frequency refresh cycles (from monthly down to every minute). The CRB is undertaking a feasibility exercise with regard to daily refreshes; the force has expressed an interest in participating in trials.
- Successful testing of the business continuity arrangements has taken place as an element of the acceptance testing of each project. In the light of new technical and

business arrangements, a formal review of business continuity plans by the operations support department has commenced.

Area for Improvement

- The force should strive to construct performance indicators for ICT and encapsulate them in the corporate performance framework. Regular performance reviews are held for BCUs, the operations team, the crime support department and the judicial services department. Action points from these reviews are recorded and followed up. However, significant areas of the organisation remain uncovered by such a process, notably support services such as ICT. The force would benefit greatly from holding such services to account as robustly as its BCUs.

6F National Intelligence Model

Grade	Direction of Travel
Fair	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	19	22	2

Contextual Factors

The restructuring of the force-level strategic assessment has assisted in monitoring Safer Neighbourhoods/NHP through to force level 2 priorities; it also considers regional and national priorities and issues. The force has made active developments in developing officers' understanding and awareness of NIM, predominantly through the production of a NIM website on the force intranet. A poster campaign has also been launched to promote the new control strategy priorities and the need to feed into the force intelligence requirement. Since the introduction of a force-wide strategic analysis system, which encompasses both BCU and force levels, and has recently been extended to neighbourhood level, the force has seen improvement in the level of engagement from officers. The system produces a full report annually, with quarterly reviews.

Strengths

- The force NIM strategic meeting occurs annually to set priorities in line with the strategic assessment, and is aligned to the regional processes.
- The strategic assessment and STCG have been radically overhauled. Due to the size of the force, one strategic assessment is produced for levels 1 and 2, reflecting issues from national level through to Safer Neighbourhoods/CDRP level.
- A representative from each CDRP is invited to the fortnightly BCU tasking and co-ordination meeting and is an integral part of the process. CDRP performance is monitored through iQuanta data and BCU commanders are held to account at the force performance board.
- The principal analyst has met with BCU commanders and superintendents to discuss the strategic assessment, so as to ensure that officers are aware of the purpose and aims of the assessment and the STCG process. Development of BCU commanders and area superintendents ensures that senior managers understand the benefits of the strategic assessment.
- The force is developing an NIM website to ensure that all officers are able to brief themselves on NIM and understand how their role is intelligence-led.

Areas for Improvement

- The quality of briefing and debriefing would be enhanced by the use of an electronic briefing system.
- The force still awaits delivery of a new electronic crime recording system, delayed for three years by supplier problems. The lack of real-time crime information is a continuing barrier to intelligence gathering as well as performance information and improvement.
- There is no formal intelligence debriefing process, policy or standard operating procedure to ensure that intelligence from major and protracted investigations is fed into the force intelligence system during, or at the conclusion of, the investigation.
- While partner agencies are increasingly involved within the level 1 NIM processes, the most recent level 2 strategic assessment contained little reference to data from other key agencies such as the NHS, the fire service, the HM Prison Service or HM Immigration Service, including their own priorities or community intelligence. Such information is essential to inform NIM products, and the force needs to take steps to close a number of long-standing and complex intelligence gaps in this area.
- The level 2 tactical assessment is limited to a temporal analysis which is rather retrospective in nature. If performance is to be further improved, this assessment needs to be much more predictive in its outlook.
- There is insufficient analytical support available to meet all proactive and reactive demands. Where dedicated analytical support is provided to major investigations this is at the expense of analytical capacity at level 1. There has been no training for SIOs to enhance their knowledge of the role and benefits of analytical support, and thereby to ensure that analysts are tasked effectively.

7 Leadership and Direction

7A Leadership

Grade	Direction of Travel
Good	Not Graded

National Grade Distribution

Poor	Fair	Good	Excellent
0	4	35	4

Contextual Factors

The chief officers have a positive and productive working relationship with the PA, with PA members playing an active role in ensuring the force's accountability for service delivery. Members of the PA also contribute to development of the organisational vision and policing priorities at strategic planning events, and to checking the alignment of resources to those priorities. Chief officers and the PA are also engaged in the development of effective corporate governance and organisational risk management. Several PA members carry a personal portfolio of interests. The advent of the police restructuring agenda demonstrated the very productive working relationship of chief officers and PA members, with the implementation of a joint project team and project board with the jointly owned objective of improving policing for the communities of Warwickshire.

Strengths

- In 2005/06 the chief officer team displayed an impressive blend of experience and statesmanship in the person of Chief Constable John Burbeck, along with the energy and strategic vision of the DCC, well supported by the two ACCs who demonstrated a real grasp of police business.
- The chair of the PA, the Chief Constable and the DCC have shown genuine leadership in persuading both the force and external stakeholders of the need for change, strongly supporting amalgamation as the best way to provide Warwickshire's communities with protection from all forms of criminality. Similarly strong leadership will be needed to forge alternatives to amalgamation but Warwickshire has the chief officer capability to do this.
- The Home Secretary's proposals for police restructuring required the chief officer team to manage the organisation through a period of planning for major change, while maintaining morale by fostering optimism about the proposed change. The chief officer team achieved this through engaging with specific staff concerns about how the change could affect them, conducting open dialogue with staff associations, and keeping the force informed of progress at all stages of the process. DCC Keith Bristow (now Chief Constable) was appointed regional programme director for phase

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two of the restructuring process, and won the respect of all of his colleagues for his effective and inclusive style.

- All the chief officers play a role on the national stage. For example, the Chief Constable held the ACPO criminal justice business area, IT and investigative interviewing leads, together with national roads policing responsibilities; the DCC holds the ACPO criminal use of firearms portfolio and is chair of the G8 law enforcement group; the ACC (SO) heads the business crime area, holds the ACPO research and development portfolio and has a roads policing role; and the ACC (TP) is a member of the ACPO performance business area.
- The force vision – “Warwickshire, the safest place to be” – is clearly articulated throughout the organisation, with good use of the force intranet (*Bear Connections*), the in-house magazine (*Bear Facts*), roadshows and posters.
- The Chief Constable and DCC, in consultation with the PA, have determined the need for a review of current arrangements for strategic/corporate development and police reform functions within the force. This is to ensure that functional and organisational arrangements for business decision making, planning and change management are fit for purpose, in the context of challenges emerging from the wide-ranging police reform agenda. Within this requirement they have also recognised the need for improved business intelligence and analysis to inform organisational decision making.
- The chief officer team continues to enjoy professional and productive relations with the PA and in particular the new chair. The PA and chief officers have worked together very closely on police restructuring issues, with a PA member and the clerk of the authority sitting on the project management board. PA members also work closely with chief officers to set key objectives, performance measures and targets both for local priorities and for those set by the Home Secretary.
- The PA is fully engaged in the planning process through various forums, including the futures group, where the vision, purpose and critical strategies are discussed.
- The chief officer team schedule regular opportunities for blue sky thinking. At a recent event in February 2006 an external facilitator was engaged and overall objectives for the day covered subjects such as vision, values and culture.
- The chief officer team has played an active role in directing and developing leadership throughout the force. All leadership initiatives, whether focused on improving service to the public, progressing effective engagement of stakeholders, or promoting staff development, have an identifiable chief officer lead. Every year the chief officers formulate clear messages on vision, values, leadership, and so on, and these are reinforced through publications, by word of mouth and by other diverse means. The Core Leadership Development Programme (led by the Chief Constable), the Senior Leadership Development programme (led by the ACC (SO)) and the Diversity Development programme (led by the DCC) are examples of how the organisation sets out the required standards and supports ways to promote them.
- Chief officers use 360-degree feedback for their own personal and team development and the Chief Constable benefits from a personal coach. The DCC has completed the prestigious Top Management Programme run by the Cabinet Office, while the director of finance undertakes a Chartered Institute of Public Finance and Accountancy development programme each year. All police chief officers keep their

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operational skills (officer protection, firearms command etc) up to date, and all took part in major incident command exercises during 2005/06.

- The CEB, chaired and championed by the DCC, is the main vehicle for monitoring and directing progress on diversity, and replaced the previous diversity development group. This board addresses issues relating to all six strands of diversity. The DCC has driven a broad range of diversity-enhancing initiatives, including positive action for female and BME officers and the formation of the central diversity unit.
- The Chief Constable is highly visible throughout the organisation, and held ten roadshows during 2005/06 to inform staff of his vision for the force, to set out key themes and developments, and to offer opportunities for staff feedback.
- The relationship between the chief officer team, staff associations and support networks is positive. There is effective consultation on force policies, while support networks representing the various strands of diversity are positively encouraged and feel valued.

Areas for Improvement

- Environmental scanning and planning are currently insufficiently resourced. The chief officer team should consider whether it can establish an adequately resourced business intelligence unit.
- There are a number of action points from the quality of life audit undertaken in 2004 which remain to be acted upon.
- The force has, over the years, developed an organisational culture that has elements of 'can't do, we're too small', which the leadership recognises that it needs to challenge and overturn.

7B Performance Management and Continuous Improvement

Grade	Direction of Travel
Fair	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	12	26	5

Contextual Factors

The force has made progress over the last few years in the area of performance management and culture. There is clear chief officer leadership with the active involvement of senior managers, and the PA is integrated into processes to provide an independent challenge. Performance as a topic pervades all levels of the organisation and is an integral part of the PDR and the regular meetings, from the chief officers' and chief superintendents' meetings through to BCU and team meetings. The coverage of performance as a day-to-day issue has reinforced the focus on service delivery. Performance is also well covered and highlighted on the force intranet.

Strengths

- There has been a range of operations and initiatives targeted at specific performance objectives (such as the reduction of car crime and the focus on prolific offenders). These have been actively promoted and visibly supported by chief officers, who have participated in operations.
- The meeting structures are well developed and there will be further work in the coming year to put in place a governance structure that will ensure robust visibility and accountability.
- The force has worked to integrate performance, strategic planning and NIM at a number of levels, and has put in place a strategic planning process, synchronised with the budget cycle, which provides valuable structure and direction when deciding priorities. The procedure has rigorous elements such as the business case and budgetary savings process, which ensures that managers are challenged to justify their proposals and their impact on performance.
- The Chief Constable and his team play a key role in communicating the vision of the force ('Warwickshire, the safest place to be') and ensure that it is clearly articulated throughout the organisation, with good use of the force intranet (Bear Connections), the in-house magazine (*Bear Facts*), roadshows and posters. Additionally, these methods of communication help the chief officers to reinforce the importance of performance as a top priority.
- The force has recently undertaken a review of its planning cycle and has integrated performance, strategic planning and NIM principles at a number of levels. All three elements are components of the overall strategic planning process, and are considered at quarterly meetings that include all senior managers and PA

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representatives, and which consider the future direction, priorities and funding of the force.

- The force's primary performance accountability forum is the force performance board, chaired by the Chief Constable. The supporting documentation for the board's meetings informs the attendees (who include PA representatives) of progress against key performance priorities and identifies underlying root causes of good or poor performance. MSF performance comparisons are made and good practice from other forces is considered and imported, as appropriate.
- Performance Focus is an internal performance monitoring tool, widely available via the force intranet. This system provides a standardised representation of the available crime data which assists in the early identification of performance trends, positive or negative. It is used as a focal point for performance review and accountability.
- The two ACCs have weekly performance meetings with their heads of department and BCU commanders. Additionally, performance targets form a component of their PDR objectives.
- The ACC (operations) identifies the performance standards expected from each operational officer. A minimum number of detections per officer has been set and is reported on at BCU level. The BCUs utilise a locally created spreadsheet, Performance Management Information System. This records each officer's enforcement activity, ie arrests, detections, stop/searches, breath tests, traffic processes, etc. This information is then available to monitor individual or team performance; it is actively used in the PDR process, assisting supervisors to challenge underperformance.
- The force strategic planning process has recently been reviewed and developed to integrate the financial cycle and NIM. This establishes a more direct link between planning and performance and helps the force to balance its priorities with its resources.

Areas for Improvement

- Regular performance reviews are held for BCUs, the operations team, the crime support department and the judicial services department, but significant areas of the force remain uncovered by such a process, particularly support services. The force would benefit from holding support departments to account as robustly as its BCUs.
- The force still awaits delivery of a new electronic crime recording system. Although daily performance data is available via the force intranet it is a number of days old when uploaded, and the lack of real-time crime information is a continuing barrier to performance improvement.
- The force has recognised the need to develop an 'organisational memory', and to ensure that lessons learnt are passed on and performance enhanced. The current work stemming from implementation of NCPE guidelines is encouraging but must be sustained.

Appendix 1: Glossary of Terms and Abbreviations

ACC	assistant chief constable
ACC (SO)	assistant chief constable (specialist operations)
ACC (TO)	assistant chief constable (territorial operations)
AFO	authorised firearms officer
ANPR	automatic number plate recognition
ARV	armed response vehicle
ASB	anti-social behaviour
ASBO	Anti-Social Behaviour Order

B

BCU	basic command unit
BME	black and minority ethnic

C

CATS	child abuse tracking system
CBO	community beat officer
CBRN	chemical, biological, radiological and nuclear
CCA	Civil Contingencies Act
CDRP	crime and disorder reduction partnership
CEB	confidence and equality board
CIA	community impact assessment
CIAU	child investigation abuse unit
CIS	crime information system
CJIT	criminal justice information technology
CPS	Crown Prosecution Service
CPU	child protection unit
CRB	crime recording bureau

CRE	Commission for Racial Equality
CRM	customer relations management

D

DCC	deputy chief constable
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H

HMIC	Her Majesty's Inspectorate of Constabulary
HOCR	Home Office Counting Rules
HOLMES	Home Office Large Major Enquiry System
HR	human resource

I

IAG	independent advisory group
ICT	information and communications technology
IPF	institute of public finance
IMS	information management strategy
INI	IMPACT nominal index
IT	information technology

K

KSI	killed or seriously injured
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L

LCJB	local criminal justice board
LGBT	lesbian, gay, bisexual and transsexual
LIBRA	a magistrates court system
LRF	local resilience forum

M

MIR	major incident room
MIU	major investigation unit
MoPI	management of police information
MoU	memorandum of understanding
MSF	most similar force(s)

N

NCHS	National Call-Handling Standards
NCRS	National Crime Recording Standard
NHP	neighbourhood policing
NIM	National Intelligence Model
NSPIS	National Strategy for Police Information Systems

P

PA	Police Authority
PCSO	police community support officer
PDR	professional development review
PIP	professionalising the investigative process
PNC	Police National Computer
POCA	Proceeds of Crime Act 2004
PPAF	policing performance assessment framework
PPU	public protection unit
PSD	professional standards department
PSU	police support unit

R

RES	race equality scheme
RRAA	Race Relations (Amendment) Act 2000
RSO	registered sex offender

S

SIG	special interest group
SIO	senior investigating officer
SOCO	scene of crime officer
SPOC	single point of contact
STCG	strategic tasking and co-ordination group
STORM	system for task and operational resource management

T

TTCG	tactical tasking and co-ordination group
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V

VIP	Victim and Witness Information Partnership
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Y

YOT	youth offending team
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