



HMIC Inspection Report

Warwickshire Police

Neighbourhood Policing

Developing Citizen Focus Policing

September 2008



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Introduction to HMIC Inspections

For a century and a half, Her Majesty's Inspectorate of Constabulary (HMIC) has been charged with examining and improving the efficiency of the police service in England and Wales, with the first HM Inspectors (HMIs) being appointed under the provisions of the County and Borough Police Act 1856. In 1962, the Royal Commission on the Police formally acknowledged HMIC's contribution to policing.

HMIs are appointed by the Crown on the recommendation of the Home Secretary and report to HM Chief Inspector of Constabulary, who is the Home Secretary's principal professional policing adviser and is independent of both the Home Office and the police service. HMIC's principal statutory duties are set out in the Police Act 1996. For more information, please visit HMIC's website at <http://inspectors.homeoffice.gov.uk/hmic/>.

In 2006, HMIC conducted a broad assessment of all 43 Home Office police forces in England and Wales, examining 23 areas of activity. This baseline assessment had followed a similar process in 2005, and thus created a rich evidence base of strengths and weaknesses across the country. However, it is now necessary for HMIC to focus its inspection effort on those areas of policing that are not data-rich and where qualitative assessment is the only feasible way of judging both current performance and the prospects for improvement. This, together with the critical factor that HMIC should concentrate its scrutiny on high-risk areas of policing – in terms of risk both to the public and to the service's reputation – pointed inexorably to a focus on what are known collectively as 'protective services'. In addition, there is a need to apply professional judgement to some key aspects of leadership and governance, where some quantitative measures exist but a more rounded assessment is appropriate.

Having reached this view internally, HMIC consulted key stakeholders, including the Home Office, the Association of Chief Police Officers (ACPO) and the Association of Police Authorities (APA). A consensus emerged that HMIC could add greater value by undertaking more probing inspections of fewer topics. Stakeholders concurred with the emphasis on protective services but requested that Neighbourhood Policing remain a priority for inspection until there is evidence that it has been embedded in everyday police work.

HMIC uses a rigorous and transparent methodology to conduct its inspections and reach conclusions and judgements. All evidence is gathered, verified and then assessed against specific grading criteria (SGC) drawn from an agreed set of national (ACPO-developed) standards. However, the main purpose of inspection is not to make judgements but to drive improvements in policing. Both professional and lay readers are urged, therefore, to focus not on the headline grades but on the opportunities for improvement identified within the text of this report.

HMIC Business Plan for 2008/09

HMIC's business plan (available at <http://inspectors.homeoffice.gov.uk/hmic/our-work/business-plan/>) reflects our continued focus on:

- protective services – including the management of public order, civil contingencies and critical incidents as phase 3 of the programme in autumn 2008/spring 2009;
- counter-terrorism – including all elements of the national CONTEST strategy;

- strategic services – such as information management and professional standards; and
- the embedding of Neighbourhood Policing.

HMIC's priorities for the coming year are set in the context of the wide range of strategic challenges that face both the police service and HMIC, including the need to increase service delivery against a backdrop of reduced resources. With this in mind, the business plan for 2008/09 includes for the first time a 'value for money' plan that relates to the current Comprehensive Spending Review period (2008–11).

Our intention is to move to a default position where we do not routinely carry out all-force inspections, except in exceptional circumstances; we expect to use a greater degree of risk assessment to target activity on those issues and areas where the most severe vulnerabilities exist, where most improvement is required or where the greatest benefit to the service can be gained through the identification of best practice.

The recent Green Paper on policing – *From the Neighbourhood to the National: Policing our Communities Together* – proposes major changes to the role of HMIC. We are currently working through the implications to chart a way forward, and it will not be until the late Autumn when we are able to communicate how this will impact on the future approach and inspection plans. In the meantime, we have now commenced work covering the areas of critical incident management, public order and civil contingencies/emergency planning – which will conclude in early 2009. In consultation with ACPO portfolio holders and a range of relevant bodies (such as the Cabinet Office in respect of civil contingency work) we have conducted an assessment of risk, threat and demand and, based on this, we will focus on those forces where we can add most value. We will also commence a series of police authority inspections in April 2009, which will follow a pilot process from November 2008 through to January 2009.

Programmed Frameworks

During phase 2 of HMIC's inspection programme, we examined force responses to major crime, serious and organised crime, Neighbourhood Policing and Developing Citizen Focus Policing in each of the 43 forces of England and Wales.

This document includes the full graded report for the Neighbourhood Policing inspection and Developing Citizen Focus Policing inspection.

Neighbourhood Policing

The public expect and require a safe and secure society, and it is the role of the police, in partnership, to ensure provision of such a society. The HMIC inspection of Neighbourhood Policing implementation assesses the impact on neighbourhoods together with identified developments for the future.

The piloting of the National Reassurance Policing Programme (NRPP) between April 2003 and 2005 led to the Neighbourhood Policing programme launch by ACPO in April 2005.

There has been considerable commitment and dedication from key partners, from those in neighbourhood teams and across communities to deliver Neighbourhood Policing in every area. This includes over £1,000 million of government investment (2003–09), although funding provision beyond 2009 is unclear.

The NRPP evaluation highlighted three key activities for successful Neighbourhood Policing, namely:

- the consistent presence of dedicated neighbourhood teams capable of working in the community to establish and maintain control;
- intelligence-led identification of community concerns with prompt, effective, targeted action against those concerns; and
- joint action and problem solving with the community and other local partners, improving the local environment and quality of life.

To date, the Neighbourhood Policing programme has recruited over 16,000 police community support officers (PCSOs), who, together with 13,000 constables and sergeants, are dedicated by forces to 3,600 neighbourhood teams across England and Wales.

This report further supports Sir Ronnie Flanagan's *Review of Policing* (2008), which considers that community safety must be at the heart of local partnership working, bringing together different agencies in a wider neighbourhood management approach.

Developing Citizen Focus Policing

Citizen Focus policing is about developing a culture where the needs and priorities of the citizen are understood by staff and are always taken into account when designing and delivering policing services.

Sir Ronnie Flanagan's *Review of Policing* emphasised the importance of focusing on the treatment of individuals during existing processes: this is one of the key determinants of satisfaction.

A sustained commitment to quality and customer need is essential to enhance satisfaction and confidence in policing, and to build trust and further opportunities for active engagement with individuals, thereby building safer and more secure communities.

This HMIC inspection of Developing Citizen Focus Policing is the first overall inspection of this agenda and provides a baseline for future progress. One of the key aims of the inspection was to identify those forces that are showing innovation in their approach, to share effective practice and emerging learning. A key challenge for the service is to drive effective practice more widely and consistently, thereby improving the experience for people in different areas.

Latest data reveals that, nationally, there have been improvements in satisfaction with the overall service provided. However, the potential exists to further enhance customer experience and the prospect of victims and other users of the policing service reporting consistently higher satisfaction levels. All the indications show that sustained effort is required over a period of years to deliver the highest levels of satisfaction; this inspection provides an insight into the key aspects to be addressed. It is published in the context of the recent Green Paper *From the Neighbourhood to the National – Policing our Communities Together* and other reports, which all highlight the priorities of being accountable and responsive to local people. The longer-term investment in Neighbourhood Policing and the benefits of Neighbourhood Management have provided an evidence base for the broad Citizen Focus agenda.

Statutory Performance Indicators and Key Diagnostic Indicators

In addition to the inspection of forces, HMIC has drawn on published data in the Policing Performance Assessment Frameworks (PPAFs) published between March 2005 and March 2008 as an indicator of outcomes for both Neighbourhood Policing and Developing Citizen Focus Policing.

The statutory performance indicators (SPIs) and key diagnostic indicator (KDI) that are most appropriate to indicate outcomes for the public and are used to inform this inspection are set out below:

Neighbourhood Policing

- SPI 2a – the percentage of people who think that their local police do a good or excellent job.
- KDI – the percentage of people who ‘agree local police are dealing with anti-social behaviour and crime that matter in this area’.
- SPI 10b – the percentage of people who think there is a high level of anti-social behaviour in their area.

Developing Citizen Focus Policing

- SPI 1e – satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with the overall service provided by the police.
- SPI 3b – a comparison of satisfaction rates for white users with those for users from minority ethnic groups with the overall service provided.

Forces are assessed in terms of their performance compared with the average for their most similar forces (MSF) and whether any difference is statistically significant. Statistical significance can be explained in lay terms as follows: ‘The difference in performance between the force and the average for its MSF is unlikely to have occurred by chance.’ A more detailed description of how statistical significance has been used is included in Appendix 2 at the end of this report.

Developing Practice

In addition to assessing force performance, one of HMIC’s key roles is to identify and share good practice across the police service. Much good practice is identified as HMIC conducts its assessments and is reflected (described as a ‘strength’) in the body of the report. In addition, each force is given the opportunity to submit more detailed examples of its good practice. HMIC has therefore, in some reports, selected suitable examples and included them in the report. The key criteria for each example are that the work has been evaluated by the force and the good practice is easily transferable to other forces; each force has provided a contact name and telephone number or email address, should further information be required. HMIC has not conducted any independent evaluation of the examples of good practice provided.

The Grading Process

HMIC has moved to a new grading system based on the national standards; forces will be deemed to be meeting the standard, exceeding the standard or failing to meet the standard.

Meeting the standard

HMIC uses the standards agreed with key stakeholders including ACPO, the National Policing Improvement Agency (NPIA) and the Home Office as the basis for SGC. The standards for Neighbourhood Policing and Developing Citizen Focus Policing are set out in those sections of this report, together with definitions for exceeding the standard and failing to meet the standard.

Force Overview and Context

Warwickshire Police has:

- No basic command units (BCUs), having restructured to remove this layer of command, replacing its 2 BCUs with 3 directorates, protective services, resources and local policing.
- 31 Neighbourhood Policing teams (NPTs);
- 143 officers dedicated to Neighbourhood Policing; and
- 139 PCSOs dedicated to Neighbourhood Policing.

The force is a member of 5 crime and disorder reduction partnerships (CDRPs) that cover the force area.

Geographical description of force area

The county of Warwickshire is situated in the West Midlands Region covering an area of 764 square miles intersected by the city of Coventry and the borough of Solihull, which reside in the metropolitan county of the West Midlands. 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 has now declined. The southern part of the county (64% of the surface area) is more predominately agricultural with historic county towns and some tourism. The county is served by a good transport infrastructure consisting of rail links and motorways. The centralised location of Warwickshire combined with its good transport links has also brought about a growth in the logistics and service sector industries in the county.

Demographic description of force area

The estimated population for Warwickshire in mid 2005 was 533,900. Between 2004 and 2005 the population of Warwickshire increased by 1.6%, above the national average for the same period of 0.7 %, with more growth being recorded in Stratford and Warwick Districts than others. Despite the recent decline in manufacturing industry, manufacturing 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 with the highest concentration in the old industrial areas in the northern borough council areas. Warwickshire's population is ethnically diverse with sizeable ethnic communities in the boroughs of Nuneaton and Bedworth and Rugby and Warwick District.

As of February 2008 Warwickshire Police had an establishment of 1043 Police Officers and 745 Police Staff (Full Time Equivalent). There are also 208 Special Constables available to the force that spend a proportion of their time when on duty on neighbourhood policing activities.

Recently Warwickshire Police has carried out a major restructuring programme entitled 150 forward. The '150forward' programme has conducted a complete review of the force structure, its mission, vision and values and provided a new focus on 'Protecting people from harm' by managing risk more effectively and concentrating on those risk that are most serious and most likely to occur.

The Local Policing Directorate

The local policing directorate is commanded by a chief superintendent (deputy director of local policing). The directorate covers the five borough and district areas for response policing, neighbourhood policing, community safety and the special constabulary; judicial services covering custody and case handling; and customer contact through the communications centre, front offices and crime recording desks.

Major Achievements

On the 15th of December 2006 the Warwickshire Police Authority gave the Chief Constable a mandate to design a new "affordable, acceptable and sustainable" force and implement it by April 2011. It also agreed financial investment to support the management of this significant change. This programme is called "150forward" in recognition of the 150th anniversary of the foundation of the force. The 150forward programme has delivered a blueprint for the force. Throughout 2007 the force has implemented the first year of recommendations from the blueprint and the new vision.

Major Challenges

The force intends to continue the momentum achieved by the 150forward programme in bringing about the changes required to achieve maximum efficiency and effectiveness from available resources. The force believes the new structure and investments will achieve the improvements required by the strategic priorities listed above and make real the promise of "protecting our communities together" by managing the risk of harm communities face and aims to improve public satisfaction with the service provided. To achieve this quality of service will be at the forefront of the thinking of all members of the force.

Neighbourhood Policing

Warwickshire Police introduced local policing teams across the county in November 2006 – well in advance of the Home Office deadline of March 2008, clearly demonstrating the forces commitment to the communities being served across the county. Teams are proving effective in tackling anti-social behaviour and, working in the heart of the communities they police, are best placed to offer reassurance where it's needed. They include police officers, Police Community Support Officers (PCSOs) and Special Constables, all dedicated to working at a local level. Every member of the team is visible, accessible and locally accountable.

As Warwickshire's SNTs have become more established, they are also starting to include members from the wider community, many of whom are volunteers.

Key to the success of the safer neighbourhood initiative is the involvement of Warwickshire's local partners.

As part of this, they are actively involved in the PACT (Partners and Communities Together) process, where local people are invited along to locally held meetings to share their concerns, police related or otherwise.

The PACT panel, comprising members of the Safer Neighbourhood team, local partners and other key community members, then looks at positive ways of addressing the priority issues, with progress reported back at subsequent meetings. The relevant team pages of the safer neighbourhood website are also updated regularly with details of these local priorities and actions. Warwickshire Police's aim is for everyone living or working in Warwickshire to know the name of their local SNT members and how to contact them. Warwickshire Police believes that local policing is the foundation upon which all other policing is delivered. In the near future the county will widen the format of the PACT meetings with community forums, which will integrate statutory partners with the police forming joint neighbourhood managements for consultation and problem solutions. With a greater understanding, Warwickshire believes that it can achieve greater levels of protection and offer increased levels of reassurance.

Citizen focus

To deliver its vision of 'protecting our communities together', Warwickshire Police recognises that it is essential to improve levels of public confidence and satisfaction in the services the force provides. This work is being driven forward through a public contact strategy, known as 'Every Contact Counts', and is as important as reducing or detecting crime.

The force has already conducted extensive research in this area through the public contact strategy and has implemented the Quality of Service Commitment, together with work to improve communication with victims and witnesses of crime and road traffic collisions.

The overall 'Every Contact Counts' - public contact strategy objectives include:

- The formulation of a public contact strategy that is cognisant of national thematic reviews and best practice and is affordable, acceptable and sustainable
- Successful delivery of existing projects within the four work streams.
- Evaluation of any new recommendations, following research, including the associated business benefits, issues, risks and implementation plans.
- The embedding and sustaining of a citizen focussed culture throughout the force that supports our vision, mission and values.
- Successful integration of the SNT improvement plan, communications centre improvement plan and Intelligence structures and processes into the overall public contact strategy.

In September 2007, User Satisfaction Performance for Warwickshire Police had reached critical levels. There was an identified need for urgent action, and a silver and bronze lead were identified to look in detail at the processes involved in user satisfaction in Warwickshire.

The approach was to focus on improving service delivery - with performance improvement as a secondary consideration and a quick time review of processes was undertaken. A cross directorate operational group was established to drive an improvement plan aimed at delivering a higher quality of service. The project has been conducted at

neutral cost without a budget assigned to it. By smarter working and lean thinking, processes have become more efficient and more effective.

Our performance in the 'Whole Experience' category for the first quarter of this year is higher than that of the best performing force for 2007/08. This dramatic rise in performance has been achieved in less than 12 months.

Strategic priorities

The force's strategic priorities for 2008–11 include the following:

The vision statement for Warwickshire Police is “protecting communities together”.

Protecting people means reducing harm by:

- Reducing the number of people killed on our roads or by crime
- Reducing crimes of violence and road injuries
- Protecting people from loss, such as having their possessions stolen
- Protecting against distress – giving individuals and communities confidence to go about their lives without fear

Force Performance Overview

Force development since the 2007 inspections

The force has continued to implement the changes arising from the 150 Forward Reform programme by embedding a directorate-led approach to policing. This has generated interest from other forces wishing to learn from the approach adopted in Warwickshire. As part of the programme, the force continued its workforce modernisation by placing police staff in key roles formerly occupied by police officers, such as HOLMES (Home Office Large Major Enquiry System) indexers, police staff investigators and the head of learning and development.

The increased resources and improvements such as the formation of a dedicated major investigation unit in the protective services directorate have continued to improve the force's resilience and capability in the areas of major crime and serious and organised crime. The introduction of a centralised intelligence processing unit has brought greater consistency and clarity to intelligence processing. Changes have been implemented to improve capacity and capability in the force response to protecting vulnerable people. Policy has been reviewed in line with national guidelines and a proactive policy has now been introduced for domestic abuse cases to minimise harm. For missing persons, an electronic database has been introduced with procedures designed to ensure that an appropriate first response and follow-up are provided.

The effectiveness of resource deployment has improved through the introduction of the force daily tasking system. This supports a daily force-level senior management meeting that reviews outstanding tasks and incidents. The meeting is linked via teleconferencing to district and borough commanders. The outstanding tasks that have been risk assessed as having the potential to cause the greatest harm are considered and appropriate resources and actions are then assigned on-line.

A review has commenced with the aim of revising processes to manage demand more intelligently and effectively, thus enabling resources to be focused where they can be used

to best effect. The force has also started to revise its detection targets in order to introduce targets that are more focused on combating the areas of greatest harm.

Neighbourhood Policing

2007/08 Neighbourhood Policing Summary of judgement	Meeting the standard
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Meeting the standard

Following the moderation process, Warwickshire was assessed as meeting the standard. Neighbourhood policing has been implemented to a consistent standard across the force.

Neighbourhoods are appropriately staffed (coverage).

Summary statement

The force is deploying across all its basic command units (BCUs) the right people in the right place at the right times to ensure its neighbourhoods are appropriately staffed.

Strengths

- In November 2006 some 31 safer neighbourhood teams (SNTs) were launched, consisting of police officers and police community support officers (PCSOs). The SNT areas were determined using the Laminated Neighbourhood Policing model circulated as best practice by the National Centre for Policing Excellence (now the National Policing Improvement Agency (NPIA)) which took account of mapping information including: population, deprivation and police incident data; district data analysis, geographical variations; community issues; crime and disorder hot spots; and fear of crime visibility factors. Views were sought from both internal and external stakeholders including commercial business, retail and licensed premises, a customer service forum and independent advisory groups (IAGs). Boundaries coterminous to ward areas were subsequently agreed through a programme board comprising both police and partners. The resource allocation formula allocated 2 SNT officers to high risk areas, 1 to those of medium risk and 0.5 to low risk areas. Some low risk wards were grouped together into an SNT area. Since this time the boundaries have been reviewed following representations made by Stratford district, which resulted in the number of SNTs rising to 33. In total some 143 police officers and 139 PCSOs form the SNTs, supported by partners, special constables and volunteers. At the time of inspection 134 PCSO posts were filled.
- All neighbourhoods have a named contact with details available on the internet that have been widely publicised to local communities through leaflets, newsletters and the media. Warwickshire police took part in the national publicity campaign leading up to 1 April 2008, during which the director of local policing stated in his press release “we want to ensure that everyone knows who their local policing teams are and how they can be contacted, and we hope that the advertisements due to appear in the newspapers across Warwickshire over the next week or so will go a long way towards achieving this”. Details of named contacts are easily found through postcode searching on the internet and a short biography of each officer and PCSO is available under the ‘your team’ link: most biographies are accompanied by photographs. New leaflets and posters have been prepared for distribution to

promote SNTs, containing names, telephone numbers, e-mail and bespoke website addresses for each locality. In the north Warwickshire borough, fridge magnets with a direct dial telephone number and SNT website address are being delivered to residents together with a leaflet communicating further information about Partners and Communities Together (PACT) meetings local policing and council information.

- Police constables on SNTs are required to remain in post for at least two years and there has been little movement of staff since the launch in 2006. Officers are eligible for special priority payments which has helped with retention and recognises the importance placed on this role. Some 75% of all constables on SNTs have over five years' service.
- Members of the public spoken to during the inspection were complimentary about the visibility and accessibility of local officers and PCSOs. The publicity was described as good in disseminating information about safer neighbourhoods and where the names of local officers were not known the public were confident the information would be easily accessible.
- Changes to shift systems worked by officers in SNTs and response teams were introduced in January 2008. Each SNT now has coverage for 26 out of each 28 day period and core hours have been extended to 10pm with additional coverage on Friday and Saturday nights.
- The ratio of sergeants and inspectors to Neighbourhood Policing has recently been reviewed following the removal of the role of PCSO supervisor in early 2008. The responsibility of supervising PCSOs now falls to SNT sergeants and despite some initial concerns about an increase in workload, this development is largely welcomed. The benefits of the new structure have yet to be fully realised and arrangements should periodically be reviewed. There are currently 22 dedicated SNT sergeants with the ratio of 1:4.9 sergeants to PCs, 1:1.59 sergeants to PCSOs; 1:10.9 sergeants to PCs and PCSOs. (The ratios are calculated on full-time equivalent figures.)
- Good work is formally recognised by commendations, quality of service awards, and the force runs an SNT officer of the year award. The previous lead for safer Neighbourhood Policing was one of five nominees shortlisted in 2007 for the community reassurance category of the awards organised by the police professional magazine, and eleven staff from across the force were nominated for national awards at the Janes Gala awards ceremony. While officers and PCSOs felt valued in their roles and there is evidence that good work is acknowledged, senior managers and the police authority believe even more could be done formally to reward and recognise those who deliver a positive experience to the public.
- Members of the corporate communications department have received a highly commended award from the national Association of Police Public Relations Officers in the best newcomer category. A member of staff received praise for the safer neighbourhoods communications strategy and other team members reached the shortlist in the e-communication category for the safer neighbourhoods website.

Work in progress

- A strategic review undertaken by Warwickshire County Council to determine the approach to locality working across the county involved extensive negotiations with partner agencies, including the police at assistant chief constable (ACC) level. It resulted in a paper presented to the full council on 13 May 2008 recommending the

introduction of 23 localities for partnership service planning and administrative purposes. In addition, 30 community forums were suggested as the focal point for the council and the police to engage with their communities and identify key issues that affect them and influence prioritisation for action. The proposals are built on successful arrangements that have been operating in North Warwickshire and Rugby for over 12 months. The existing PACT forums will be fully integrated with community forums during 2008/09. As part of this process Warwickshire Police has agreed to make changes to the SNT boundaries so they precisely match those proposed.

- The requirement to publish photographs of SNT members is not formalised in policy and some officers have not consented to the release of their photographs. This has led to inconsistencies in material displayed to promote SNTs. A paper has been presented to the director of local policing for a decision to clarify the requirement and ensure consistency in policy.
- Her Majesty's Inspectorate of Constabulary (HMIC) report published in October 2007 identified that SNT officers spent between 50% and 80% of their time deployed to scheduled response calls which did not require an immediate response and SNT staff carried a crime caseload comparable to response officers. Since that time the force has been seeking solutions to address this problem and enable SNT officers to focus on their core role. The incident management model seeks to provide a longer term solution to minimise the abstraction of SNT staff by: improving communications centre resilience; strengthening the harms assessment process; maximising the benefits of the call reception manual; increased use of the appointment system; enforcing the deployment principles including single crewing where applicable; and the introduction of a resolution desk to replace the help and crime desk by 2009. It is anticipated that these measures will enable SNT officers to concentrate on local issues and remove some of the current tensions between response and SNT staff. In the interim a trigger plan has been put in place whereby once the open list of incidents reaches 60 outstanding calls, communications staff prioritise and utilise all available resources, including SNT and criminal investigation department officers, to reduce this figure to a more acceptable level.
- The safer neighbourhoods lead is currently driving activity to reinvigorate neighbourhood profiles, with the support of the NPIA. It is accepted that staff have not fully understood the link between the profiles and operational activity and that they have not been used dynamically. In future there will be a requirement to record all community engagements, and to maintain and use the profiles proactively.
- Initial training was provided to all SNT sergeants and constables but those who have joined teams since this time have not received any bespoke input. Some 77 places have been identified in the 2008/09 learning and development plan for SNT front-line training and a full learning needs analysis, including stakeholder consultation, will be conducted prior to finalising course content. Consideration should be given to the inclusion of partners and community members as course participants in aspects of this training, in particular in joint problem solving.
- A programme of refresher training for PCSOs is currently under way, consisting of a week long course delivered by the dedicated PCSO trainer which includes an input on the scanning, analysis, response, assessment (SARA) problem-solving model. This single role training is to be replaced in September 2008 with the Core Leadership Development Programme (CLDP) safer neighbourhood training modules which will be delivered to mixed groups of PCSOs, warranted officers, special

constables, partners and volunteers. Joint training will reduce duplication and maximise effectiveness in solving local problems.

- A review of the local policing inspector's role and responsibilities has been undertaken which resulted in standardisation across all districts from January 2008 with inspectors taking geographic responsibility for both response and SNT policing. Shift patterns have been amended to provide daily 24/7 cover. Briefings for district inspectors have been arranged to provide an update on developments in Neighbourhood Policing to help equip them for their roles.

Areas for improvement

- Although members of the public spoken to during the inspection period made positive comments about the visibility of information about SNTs, subsequent reality testing found that information was not readily available in police station public areas nor were posters advertising SNTs displayed. Front counter staff were helpful in providing details of teams and contact numbers, but were unaware of dates of forthcoming PACT or other public meetings or surgeries. Requests for further information resulted in being directed to the internet or to telephone the team direct.
- The abstraction policy for SNTs has been in force since the introduction of local policing. It defines abstraction as the 'removal of SN [safer neighbourhood] officers from the dedicated role within the defined SNT area other than for the exceptions described in the policy. Exceptions are rest days, leave, time off, compassionate leave, maternity leave, paternity leave, sickness, restricted duties, training, statutory staff association business, commitments arising from formal special interest groups and the enhanced policing initiative (EPI)'. The policy, covering PCSOs and officers, sets a target of a 10% maximum abstraction rate with the aspiration to reduce this to 5%. No time scales for this reduction have been set, nor has there been any effective monitoring or review of true abstraction rates since the introduction of SNTs. Individual officers and staff have been responsible for the completion of their own abstraction data, and a recent stocktake of submissions found abstraction rates to be 2%. It is acknowledged that the true rate of abstractions from SNTs is estimated to be significantly higher than the target. A recent check of pocket notebooks undertaken by an SNT sergeant found his officers had been abstracted up to 25% of the time from core SNT work. PCSOs, however, reported they were rarely abstracted. The resources manager has issued new instructions on abstractions and the database has been amended to ensure data extraction is accurate. Some 40 additional staff in the force task force for deployments to events such as football matches should impact positively on the demands of SNT staff to support activity elsewhere in the force. The abstraction policy should be reviewed and mechanisms implemented to monitor compliance.
- Arrangements to fill vacancies on SNTs varied across the force with some medium term abstractions, for example for maternity leave or sickness, being backfilled in some areas but not in others. Central guidance to minimise the impact of such vacancies should be considered.
- The HMIC 2007 report on Neighbourhood Policing identified that special constables were attached to SNTs in some parts of the county and were an integral part of the team but the level of integration was not standard across the force. An area for improvement was for the force to realise the full benefits of integration of special constabulary into SNTs in line with the national strategy for the special constabulary.

An action plan was subsequently developed to address this but little progress has been evidenced. Special constables are not required to be nor are they consistently assigned to SNTs. While there are numerous examples of effective policing initiatives and operations run by the special constabulary they are not specifically arranged to address locally identified problems nor have they been prioritised through National Intelligence Model (NIM) processes. The contribution of special constables is acknowledged and supported at strategic level and in some SNTs but this remains an area for improvement.

- There is no evidence to suggest staff profiles and experience are matched to the neighbourhoods in which they work. A cultural audit would identify specific skills and abilities that could be aligned more effectively to SNT areas.

Recommendation 1

The SNT abstraction policy should be reviewed and clear targets set. These should be rigorously managed at local and force level.

Effective community engagement is taking place. Representative communities are being routinely consulted and are identifying local priorities and receiving feedback.

All neighbourhoods in the force area are actively engaging with their local police and force partners.

Strengths

- PACT meetings have been established in all districts within Warwickshire and each SNT is required to conduct a minimum of four annually. The style of each PACT meeting has developed to meet the needs of local communities and the force does not operate a 'one size fits all' solution. Bespoke schools PACT panels (partners and classes together) have been introduced, supported by members of the key individual network (KIN) and senior officers. Until recently, one district did not open their PACT meetings to members of the public, due to reluctance from the local council, but this has since been rectified and the first open meetings in the south of the force have been held. In contrast another area seeks to minimise political influence by stipulating that the chair of PACT meetings must not be an elected member. Efforts have been made to achieve greater community involvement in meetings and to encourage members of the community to act as chair. Strategic leaders have worked with partners to find a solution acceptable to all and good progress has been made towards increasing community involvement and the involvement of communities in setting local priorities.
- PACT meetings are only a small part of the community engagement strategy which is significantly broader than traditional meetings. Engagement methods include: street and household surveys; the use of the mobile police station and PCSO vans; environmental visual audits with the council, other partners and the community; surgeries; the safer schools forum; and older persons forum. The approach taken to engaging with the public is geared towards the needs of each community; for

example a meeting was recently held within the Nepalese community in the Nuneaton and Bedworth area to establish issues of specific concern, and bespoke meetings have also been held with emerging communities from Eastern Europe and the residents of a bail hostel. Where meeting places and forums already exist, SNT staff utilise these to identify, give and receive feedback on local priorities and to improve satisfaction and confidence. Good engagement is taking place between SNTs and key stakeholders. Strong examples were given of the relationship, with neighbourhood watch co-ordinators proactively giving and receiving information, and working with KINs and IAGs to reach into communities.

- Two community cohesion officers are employed in the community safety department to promote good relations and cohesion between all communities and engage with those communities who traditionally have been hard to reach and hear. They have received training for this role and liaise closely with the SNTs, community groups and key community leaders within all main religious and ethnic groups, and maintain a force level register of key community contacts. The officers work closely with Warwickshire County Council to ensure up-to-date knowledge of new and emerging communities is captured and fed back to inform service delivery. Examples of work with emerging communities include strong relationships that have been built with the Gypsy and Traveller communities and the provision of bespoke Polish community forums, having identified an emerging Polish community now totalling 2,000 in the Stratford area alone. The forums, led by partners but administered by the police, include the attendance of up to 15 agencies and have been held both in the morning and the evening to provide the greatest opportunity for all to attend. A multi-agency information pack entitled 'welcome to Warwickshire' has also been produced for distribution at such events, and gives details of how to access public services effectively. A similar pack aimed at the Portuguese community is in preparation and similar forums will be held.
- An independent communications review was undertaken by MBA students at Warwick Business School. The review focused on communications activity to date, and explored options to improve communication between the force and local communities, with a particular focus on consultation and feedback, by recommending and piloting changes. Recommendations were made to improve the website and identify new channels of engagement. As a result a 'one click' system to access local SNT information has been introduced to the website
- Google mapping was implemented with Home Office funding during early 2008. For a minimal fee access rights have been secured for other forces and partners.
- SNT staff have use of five mobile police stations and three vans to provide a service to outlying communities. Feedback received on the use of these vehicles has been positive.
- While recognising not all of its customers have access to the internet, the force is keen to engage with as many members of the community who do have access as possible. To this end an ever expanding email tree has been developed in North Warwickshire and Nuneaton and Bedworth which currently consists of approximately 6,000 contacts to whom emails, good news stories and information are sent. Each SNT has a bespoke email address where information can be directly sent, or contact can be made through the force website at www.safer-neighbourhoods.co.uk. Members of the public can access their bespoke web-page with a one click search

on their postcode, and the Nuneaton and Bedworth and Leamington South sites enable the user to feed their issues of concern directly into the PACT process.

- A youth consultation survey to establish the needs of young people using the dedicated youth internet address www.wpthezone.co.uk is accessible from both the police and partner websites.
- The assistant director of corporate communications attends the county communications group and is a member of the safer neighbourhoods programme board. A dedicated marketing and communications officer has been employed to support SNTs and has provided training in e-communications to them.

Work in progress

- The PACT process operating in North Warwickshire is being rolled out across the force, and inputs on the effectiveness of the process have been provided to all supervisors. A key element of success has been holding surgeries prior to PACT meetings, which has resulted in single issues being addressed independently of the main meeting. As a consequence the meeting is better able to meet the needs of the majority in attendance.
- Neighbourhood profiles have not been used effectively by SNTs to inform engagement and patrol strategies, and have not been refreshed. The Warwickshire Observatory has undertaken to assist in refreshing profiles across the county and community cohesion officers will work with SNTs to interpret the profiles to improve further engagement for all communities. Once this work is completed the intention is to refresh the profiles every 3–6 months. SNT sergeants have been given specific responsibility to ensure they remain current and that details of KINs are accurate.
- All SNTs have recently refreshed the KIN contacts contained in the neighbourhood profiles as part of the safer neighbourhoods improvement plan. To ensure that all those on the database have a clear understanding of the implications and expectations of being a part of the network, KIN contracts are being agreed between the individuals and the police. A technical solution is in development to collate all KIN information into a centrally searchable format.
- In an effort to increase awareness of the importance of community intelligence and provide a portal for staff to submit information, a 'suspicious activity button' is to be introduced on the force intranet to enable staff to submit unsanitised information for early consideration. This initiative will help to fill the community intelligence gap.
- A community cohesion strategy for 2008–11 has been developed with the vision to build sustainable relationships between Warwickshire Police and the communities it protects. Its strategic aims are:
 - to promote good relations and cohesion between all communities in Warwickshire;
 - to identify and respond to any increase in community tension or concerns;
 - to inform the communities about ongoing measures undertaken by Warwickshire Police and partners to protect the public from various kinds of harm; and

- to raise the level of community intelligence generated through engagement.
- An evaluation of the quality of community engagement and communication by SNTs is under way in partnership with Warwick Business School. This project is seen as a real opportunity for Warwickshire Police to enhance its approach to engagement with 16 to 24-year-olds and with emerging communities across the force area. The NPIA intends to follow up on this work as potential developing practice.

Areas for improvement

- While good engagement with communities is evident at district and borough level, there is no evidence to suggest that the force has carried out research to identify virtual communities residing or working in smaller pockets across the force area. Such a study would increase engagement opportunities with emerging or vulnerable communities.
- New visitors to the Warwickshire Police website are directed to information on SNTs via the link on the front page, clearly coloured in purple and entitled safer-neighbourhoods.co.uk – building safer neighbourhoods together. In the absence of prior knowledge of local terminology, it is not clear that this link would lead to detailed information about local policing services, priorities, performance and access to local officers. The force should seek confirmation that the link does provide a clear signpost to the information available.
- There is no consistent method of testing the quality of community engagement across the whole force area, such as mapping those who attend formal meetings and checking with those who do not re-attend. As all engagements are not currently recorded and the postcodes of those with whom SNTs engage are not always known, gaps cannot be mapped. A greater understanding of the true extent of engagement would be achieved through improved data collection and analysis and consistent checking mechanisms with accountability in each area.
- The force should consider extending the awareness of front counter staff of community intelligence and encourage submissions to be made. Reinforcing the importance of reporting on community intelligence to these key staff will ensure that such information is captured and assessed.

Joint problem solving is established and included within performance regimes.

Summary statement

Joint problem solving involves the police with partners and communities across most neighbourhoods. Joint problem-solving activity is partly evaluated, which demonstrates moderate problem resolution at neighbourhood level.

Strengths

- There is a strong joint problem-solving culture in the SNTs, and a link to the SARA problem-solving model has now been added to all team folders on the intranet. For example, all five districts have joint problem-solving plans for a range of problems

which include litter, violence, speeding, graffiti, auto crime, safety at a Sikh temple, underage drinking, motorbike nuisance and anti-social behaviour.

- Examples of successful joint problem-solving activities are collated and maintained by the county council crime and disorder reduction partnership (CDRP) lead who demonstrated successful partnership problem resolution. Additionally, in support of the national media campaign surrounding the national implementation of Neighbourhood Policing at the end of March 2008, the director of local policing issued a press release outlining how the force is making a difference every day. It contained 365 examples of problems solved, many of which were undertaken jointly with partners.
- Learning has been disseminated across the force through a series of workshops, attended by all SNT supervisors, which are held every two months. The theme of the April 2008 workshop was PACT meetings, where good practice from the North Warwickshire process was shared throughout the force, and others were encouraged to replicate the format.
- There is active chief officer engagement with partners at strategic level. Partners sit on the neighbourhoods programme board and the director of local policing and head of community and safety attend the county council overview and scrutiny committee, which is dedicated to community protection and oversees individual CDRP performance and reduction targets.
- Extensive negotiations at ACC level have taken place at district and county council levels to ensure there is community involvement in the prioritisation of local issues and PACT priorities. By working together with partner agencies, a solution acceptable to all has been reached and the introduction of the 30 community forums as a focal point for engagements with the community will provide a consistent approach across the force. Existing PACT forums will be integrated with community forums during 2008/09.
- Joint problem solving has been significantly enhanced by the co-location of police and other agencies. For example at Nuneaton Criminal Justice Centre the SNT is co-located with: the anti-social behaviour intervention task force (ASBIT); fire officers with responsibility for arson reduction; neighbourhood watch volunteers; Warwickshire county council community safety project officers; the anti-social behaviour nuisance youth officer funded through the CDRP; victim support; witness support; the young offenders team; the citizens advice bureau; and the magistrates and county courts services. Through these relationships, dynamic action is taken to resolve problems and issues with minimal bureaucracy. In addition officers are located in the community, for example at Camp Hill primary school in Nuneaton, at a community office located in a block of flats at Littleton and at Whitnash library under the Warwickshire Direct scheme, which aims to bring a range of organisations together under one roof for the convenience of the public.
- The CDRP funds two analysts (one post is currently subject to recruitment), who are proactive in developing problem profiles and have access to both police and partner data. In addition the county council has a community safety manager who works from the police headquarters one day per week. Through these partnerships there have been demonstrable improvements to local problem-solving outcomes.

- Some 11 PCSOs are fully or partially funded by partners, 3 by Stratford Town Trust for additional visibility within Stratford Town, 5 by Warwickshire county council to assist in Anti-Social Behaviour Order co-ordination and problem solving in each borough or district, 1 by the Children's and Young Persons' directorate to the Safer Schools programme and 2 by Welcome Break to cover visibility and reassurance at the motorway services on the M6 and M40.
- Numerous examples were provided of successful joint problem-solving initiatives responding to the needs of the community, where police and partners have shared information and resources to improve the outcomes. Examples include:
 - the defensive planting of over 3,900 plants in a 250 meter area to reduce anti-social behaviour and criminal damage supported by the community, council, police and probation, which resulted in a reduced number of calls to the police and a reduction of fear of crime and anxiety in the local community;
 - a joint approach to tackle long term anti-social behaviour in Rugby resulting in a SARA plan with the police, Rugby Borough Council, probation, Warwickshire County Council, highway and community safety teams, as well local landlords, tenants and businesses where targeted youth consultation has informed solutions.
- The joint strategic assessment (JSA) prepared by the CDRP funded analyst reflects the local area agreements and local strategic partnership (LSP) priorities.
- NIM principles are applied to joint problem-solving processes. If additional resources are required to assist with specific problems, SNTs can bid through the tasking and co-ordination process to district commanders on a bi-weekly basis and on a monthly basis through the force tactical tasking and co-ordination group. Where there is a more immediate risk of harm, issues are actioned through daily tasking or the co-ordination and tasking office (CATO) and tasked accordingly. Priority is always given to those issues that present the most potential for harm.
- A limited number of SNTs always provide direct feedback to those individuals and groups which raise issues of concern whereas most SNTs provide feedback to subsequent PACT meetings. In addition information is provided on the internet compliant with the force requirement that updates are posted on the website within five days of PACT meetings.

Work in progress

- Officers and PCSOs have not consistently been using standard joint problem-solving templates nor have they all been collated on i-manage, the force document management system that contains a domain where all joint problem-solving plans should be stored. The force safer neighbourhoods lead has identified the benefits of storing information centrally and has requested back record conversion for all plans so they are accessible to other SNTs. This will enable supervisors and officers to research i-manage to ascertain how others have solved problems similar to those they are presented with. Awareness of this facility is patchy and has been reinforced in the January 2008 supervisors' seminar, and in one-to-one sessions with those responsible for web updating in each SNT.
- Performance indicators for problem solving are to be developed during 2008/09.

- Partnership plans informed by the JSA are currently being completed and the county council and police are working to align their plans under the community safety agreement and to utilise existing effective information sharing protocols. The timing of the requirement to formulate the JSAs meant it did not inform work on the force strategic assessment for the current year as it was not aligned to the force planning cycle; but future planning will ensure that the force strategic assessment takes cognisance of the JSA. A government office workshop was attended by police and partners to consider how they can work together on priorities identified in the JSAs. Consideration is currently being given to whether the CDRP and LSP boards should receive reports on PACT panel meetings and whether CDRPs should take greater responsibility to oversee the effectiveness of problem-solving teams.
- Police and partners are working together to ensure there is an effective feedback loop from all PACT meetings, for example Alcester SNT are collecting email addresses from meeting attendees so all can subsequently be updated. It is recognised that the individual community member who raised the problem may not be at the next meeting and may not have access to the internet, and improvements to improve individual feedback are included in the force improvement plan. Such initiatives should be rolled out across SNTs.
- An independent report commissioned by the police, police authority and county council identified a number of recommendations including that problem-solving teams should include at least two members of the community. At this time partners felt unable to support this recommendation and progress to achieve this across the force area has been delayed until the outcome of the localities paper, to be presented to the full county council in May 2008, is known. Inclusion of the community to prioritise and solve local problems is desirable and consideration should be given to encouraging greater involvement. Where there has been a significant involvement of the community, some excellent results have been achieved. A number of other recommendations in the report were not supported and others will be taken forward under the broader localities agenda and should be progressed with clear ownership and timescales for implementation.
- A programme of refresher training for PCSOs is currently under way, consisting of a week long course delivered by the dedicated PCSO trainer which includes an input on the SARA problem-solving model. This single role training is to be replaced in September 2008 with the CLDP safer neighbourhood training modules which will be delivered to mixed groups of PCSOs, warranted officers, special constables, partners and volunteers. Joint training will reduce duplication and maximise effectiveness in solving local problems.

Areas for improvement

- Problem-solving performance is not routinely evaluated at neighbourhood level, without which the effectiveness of activity is not truly known nor can lessons learned be effectively shared. The requirement to record all problem-solving plans in i-manage will enable such evaluation to take place. However this could be further improved through a secure site, accessible by police and partners, which would provide full information on the contributory factors which helped to resolve each issue and enable holistic monitoring and evaluation. A bid for such a facility has been made and it is hoped this will be procured and operating by the end of 2008.

- It is recognised that the force is improving sign off, monitoring and evaluation of problem-solving plans, but sign off is not endorsed in writing by a supervisor nor is there evidence that when significant progress has been made or key milestones met there are arrangements for the community formally to acknowledge this progress. Robust arrangements should be introduced to ensure community involvement and endorsement of problem-solving activity which is adequately supervised, monitored and enforced.

The outcomes of Neighbourhood policing are being realised by the surveyed public.

	SPI 2a Percentage of people who think that their local police do a good or excellent job		KDI Percentage of people who 'agree local police are dealing with anti-social behaviour and crime that matter in this area'		SPI 10b Percentage of people who think there is a high level of anti-social behaviour	
	Difference from MSF (percentage point pp)	2005/06 to 2007/08 change	Difference from MSF	2005/06 to 2007/08 change	Difference from MSF	2005/06 to 2007/08 change
Warwickshire	-1.2pp	+1.6pp	+1.6pp	+3.9pp	+0.3pp	+3.1pp

Summary statement

The SPI/KDI data shows that force performance is not significantly different to the average for the MSF.

The SPI/KDI data also shows that force performance is unchanged compared with two years ago.

Context

The SPI and KDI statistics are obtained from the PPAFs to March 2008. These figures are survey based and have been analysed for statistical significance, which can be explained in lay terms as follows: 'The difference in performance between the force and the average for its MSF is unlikely to have occurred by chance.'

Note: When comparing the force's performance with previous years, year-on-year statistical significance is explained as follows: 'The difference in force performance between the years compared is unlikely to have occurred by chance.'

There is a summary of how statistical significance is used at Appendix 2 at the end of this report.

As part of the BCS, approximately 1,000 interviews are undertaken in each force area in England and Wales. Included in the survey is the individual's assessment of whether the local police are doing a good job, whether the police are dealing with anti-social behaviour

and crime that matter in their area, and whether anti-social behaviour in their area is a problem.

SPI 2a – percentage of people who think that their local police do a good or excellent job.

50.7% of people surveyed in the year ending March 2008 think that their local police do a good or excellent job, which is not significantly different to the average for the MSF.

Force performance was unchanged in the year ending March 2008; 50.7% of people surveyed think that their local police do a good or excellent job, compared with 49.1% in the year ending March 2006.

KDI – percentage of people who ‘agree local police are dealing with anti-social behaviour and crime that matter in this area’.

52.0% of people surveyed in the year ending March 2008 ‘agree local police are dealing with anti-social behaviour and crime that matter in this area’, which is not significantly different to the average for the MSF.

Force performance was unchanged in the year ending March 2008; 52.0% of people surveyed ‘agree local police are dealing with anti-social behaviour and crime that matter in this area’, compared with 48.1% in the year ending March 2006.

SPI 10b – percentage of people who think there is a high level of anti-social behaviour.

13.5% of people surveyed in the year ending March 2008 think there is a high level of anti-social behaviour, which is not significantly different to the average for the MSF.

Force performance significantly improved in the year ending March 2008; 13.5% of people surveyed think there is a high level of anti-social behaviour, compared with 10.3% in the year ending March 2006.

Strengths

- Force performance in SPI 2a – the percentage who think their local police do a good or excellent job is stable at 50.7%, and neither significantly above or below their MSF group
- Force performance in KDI – the percentage of people who ‘agree local police are dealing with anti-social behaviour and crime that matter in this area’ is stable at 52.0%, and neither significantly above or below their MSF group
- Force performance in SPI 10b – the percentage of people perceiving a high level of anti-social behaviour is stable at 13.5%, and neither significantly above or below their MSF group

Work in progress

- Not applicable.

Areas for improvement

- Not applicable.

Force-level and local satisfaction/confidence measures are used to inform service delivery.

Summary statement

The force partially understands the needs of its communities. Identified service improvements are frequently made to improve local service delivery.

Strengths

- The force recognises that historically a citizen focused culture was not embedded and the force was below the national average in satisfaction as measured by the policing performance assessment framework (PPAF). Consideration was given to managing improvements by setting up a gold group, but the decision was made to do so through a managed programme. Gaps were identified in service delivery, for example only a third of calls into the force reached call handlers. Since the force restructure and removal of the BCU structure the local policing directorate has had responsibility for end to end public contact and a public contact strategy has been developed. The implementation of this strategy and a greater emphasis on service delivery are contributing to the improvements in national data, which has seen a rise of nine places when compared to all forces for SPI1e – satisfaction in the whole experience in 2007 – and a quarter on quarter improvement against MSFs.
- The silver lead responsible for user satisfaction surveys conducted a review into the methodology used for collecting data to support the SPIs and KDIs. By listening to a number of calls conducted by the county council he found that 60 questions were asked in each telephone survey – twice that required to provide statutory information – resulting in long calls. It was apparent that respondents were finding the length of calls excessive and this impacted on the quality of information provided. Research also found that only drivers involved in road traffic collisions (RTCs) were receiving updated information, whereas passengers, who were not being updated, are also included in the SPI sample population. In September 2007 the survey methodology was changed so only 30 questions were asked, which, together with improved contact with passengers involved in RTCs, contributed towards a significant shift in satisfaction statistics and movement from the bottom MSF quartile to the top in ease of contact, actions taken, treatment by police, and whole experience in the third quarter of 2007/08.
- Performance measures for 2008/09 include the target to be 2% above the 2007/08 position for user satisfaction whole experience and 1% above for public confidence in local policing. Progress against the target is reported at force level at the force management board chaired by the deputy chief constable (DCC), and at district/borough levels performance is monitored by the chief officer group and police authority each Monday morning.
- The role of the quality assurance inspector has been in place since January 2008. The main purpose of this role is to provide support to the district commander in the effective management of operational policing, responding to demands for service

and performance targets in line with force policies and procedures. Key elements of the role include:

- Public contact – reducing the risk of harm through distress by quality controlling performance and processes that impact on user satisfaction and acting as the district lead for public contact forums. Each inspector will conduct ten user satisfaction surveys per month and be responsible for any business recovery required. They will monitor voicemail compliance and record complaints, placing an emphasis on local resolution where appropriate.
 - Compliance enforcement – inspecting processes across all areas of business to ensure compliance e.g. Victims Code, domestic abuse and hate incident investigation.
 - Service delivery – local responsibility for front offices and reception areas to ensure a corporate approach and to maintain quality. Maintaining the appointments system to allow demand diversion.
 - Business processes – inspecting and where necessary challenging processes to ensure a high level of quality and to check current processes are up to date and fit for purpose. ‘Tightening daily grip’ and maintaining standards of appearance and equipment including vehicles. Working closely with a new central quality assurance team.
- A business recovery cycle has been introduced. This recovery framework has been set up to recover the confidence of members of the community who have received a poor service and to bring about individual and organisational learning in developing excellent services to victims of crime, individuals involved in RTCs, and members of the community who have reported anti-social behaviour incidents. Warwickshire County Council, which conducts the telephone survey work on behalf of the force, returns surveys electronically where the individual surveyed has given express permission and has outlined why they were satisfied or dissatisfied with the service received. This information is considered by the strategic support team for the local policing directorate and then transferred to quality assurance inspectors in the relevant local borough or district, who give individual feedback to officers and PCSOs. They also make repeat contact with the member of the public to provide additional feedback. The provision of both positive and negative feedback is believed to be a contributory factor to improving SPI performance.
 - Public contact forums have been developed in the north of the county and are now being replicated in each area, co-ordinated by the quality assurance inspectors, to provide feedback on customer experiences. Each forum consists of volunteers who conduct ‘mystery shopper’ activities, for example recent activity has included attending at front counters, making telephone calls to named individuals through the switchboard, using the internet to contact SNTs and testing response times and quality of service. Feedback from these forums is used to improve customer service, and members of the forums are positive about the impact this work has had.
 - Guidance has been provided to supervisors and call-handling staff on direction and control complaints by the professional standards department (PSD). A pro forma has to be completed, which must be faxed or emailed within 24 hours to PSD where the categorisation of the complaint is re-assessed and allocated for resolution. A number of such complaints were examined during the inspection, all of which clearly demonstrated

a thorough process and officers' commitment to resolve the issue, engage with the complainant, explain policies and procedures and seek an agreeable resolution. Organisational learning is informed by a designated outcome section of the complaint form which records trends, lessons learnt, and organisational or individual mistakes, and feedback is always given to the individual or relevant head of department. The number of such complaints has reduced from 61 in 2006/07 to 8 in 2007/08, 4 of which relate to the speed of response to calls from the public. From May 2008 half an analyst post has been dedicated to PSD to ensure that all individual and organisational complaints are analysed to ensure continuous learning.

Work in progress

- A performance framework is being developed in the communications centre which will ensure that all members of the organisation have clearly defined targets and expectations of service delivery placed upon them. They support those of their team, business area and the overall department's targets and aims. This is a change from the normal statistical measures of the telephone system, for example the speed of answering and quantity of calls taken, by which the team has been judged historically. A new voice recording system, NICE, is being introduced that has a 'listen in' facility for supervisors to monitor quality of service and which enables qualitative data to be gathered.
- The silver lead for the user satisfaction improvement plan is setting up an internal forum for representatives of public contact facing roles to determine how improvements can be made. This is recognised as a core group of informed staff in relation to perceptions of service delivery and public confidence.
- 'If it matters to you, it matters to us' postcards sent to addresses in the Leamington SNT area contain the current priorities, details of the next PACT meeting and identities of the local neighbourhood team and ask recipients to identify their top three priorities. A confidential survey is included that allows the recipient to identify the top three issues they would most like their SNT to tackle, their knowledge of SNTs and ease of contact, whether it is tackling the things of most importance to the community and whether they have confidence in their SNT. Completed postcards are sent to headquarters for collation and dissemination. Respondents can also complete the survey online. The postcards are proving to be a success, with a significant number returned in the first week of distribution, and the intention is to roll out the initiative across the 33 SNT areas following evaluation of the pilot. A more cost-effective method of drop off sites is being considered to reduce postage costs.
- A safer neighbourhood team public perception survey has been prepared and was piloted in June 2008 by PCSOs speaking directly to members of the public in two high priority neighbourhoods. This survey includes perceptions on signal crimes and disorders, the performance of SNTs, the identification of priorities, police visibility and confidence in policing, engagement and accessibility. The results will be used to inform future activity.

Areas for improvement

- None identified.

The force demonstrates sustainable plans for Neighbourhood Policing.

Summary statement

The force and the Police Authority have partially shown how they have ensured Neighbourhood Policing will be sustained beyond April 2008.

Strengths

- Neighbourhood Policing is embedded throughout the force, with strong Association of Chief Police Officers (ACPO) leadership from the Chief Constable and the director of local policing. Strategic plans are in place to sustain Neighbourhood Policing up to 2011 although funding for 2011/12 onwards will not become clear until funding and subsequent settlement announcements. Chief officers and the police authority are committed to the safer neighbourhood programme. Funding for Neighbourhood Policing has been identified up to 2010/11 which will increase spending from the 2008/09 level of £2,629,037 to £2,772,291. Contingencies are in place should funding projections change.
- All PCSOs are now employed on permanent contracts. There is confidence that partnership funding is sustainable, but should this situation change the contingency is to hold vacancies in the short or longer term, and if necessary adjust the establishment figures to reflect the funding position.
- The estates strategy includes plans to improve the standard of SNT accommodation. Staff felt that current provision was largely fit for purpose and recognised improvements already made.
- The learning and development department plan includes ongoing support for safer Neighbourhood Policing.
- In order to progress Neighbourhood Policing beyond inception and take cognisance of findings from HMIC inspections, NPIA reviews and the independent review commissioned by the force, the police authority and the county council, a 'safer neighbourhoods improvement plan' has been devised. The plan has a gold, silver and bronze command structure, with: the ACC (director of local policing) as the overall strategic responsible owner; a senior police staff member as the partnership and police lead on overall policy and a superintendent as the operational lead responsible for the daily implementation of the strategic plan, each operating at silver level; and the SNT programme manager at bronze level implementing the plan on behalf of silver leads. The improvement programme is supported by a PIERO (prevention, intelligence, enforcement, reassurance, organisational) plan. The plan includes issues identified by previous HMIC inspections, independent review findings and the NPIA embedding Neighbourhood Policing report.
- A number of areas for improvement identified in the HMIC 2007 report have been addressed and finalised while others remain work in progress. Examples of improvements include the review of supervisory levels and removal of the PCSO supervisor role, clarity of PCSO role and powers, and improvements in the management of SNT email accounts through technical solutions and by setting new corporate standards for response times.
- Leadership at ACPO and senior level is supportive and officers were clear that Neighbourhood Policing is important for the force. Chief officers work occasional

weekend evening duties and seek opportunities to speak to operational officers and staff and to open communication channels.

- Progress on the 'safer neighbourhoods improvement plan' is reported to both the public contact strategy programme board and the safer neighbourhoods programme board. The police authority and members of the IAG sit on both boards and are actively involved in the governance and scrutiny of safer neighbourhoods. In addition the lead authority member for Neighbourhood Policing has good access to information and attends the weekly chief officers' Monday morning meeting where performance is discussed, and authority members regularly attend district and borough performance meetings.
- District and borough leads have been appointed by the police authority and provide formal reports on issues affecting policing in each of the five policing areas that are subsequently published on its website. Relationships and understanding have been built between area chief inspectors and authority leads.

Work in progress

- None identified.

Areas for improvement

- The funding for the inspector post supporting the embedding of Neighbourhood Policing expires in September 2008, after which the responsibility passes to the five borough and district commanders, and the superintendent local policing. In the absence of this post the superintendent would have no dedicated support to drive improvements, share and disseminate best practice and further develop and embed the strategy. Consideration should be given to ensuring all elements of the improvement plan have been completed and improvements in performance are sustainable before removing this post.
- The embedding safer neighbourhoods improvement plan monitors recommendations and actions from a variety of sources, and progress against many areas identified for improvement in the HMIC 2007 report has been made. However, specific reference is not made of the recommendation in the reference document cited on the plan and it does not clearly differentiate between those issues which have been addressed and completed and those which are work in progress and on target for completion, as the same annotation is used for both scenarios. Those which are completed do not contain the actions which have rectified the issue, nor are there clear processes for future audit to ensure the anticipated benefits are realised. Consideration should be given to amending the format and level of detail in the plan to ensure robust monitoring and accountability of progress made against specific points for action.
- Sustainable plans are not in place for inspection, monitoring and evaluation of safer neighbourhoods. While quality assurance inspectors have responsibilities in this regard, there is no formal programme to ensure corporacy and that actions arising from the improvement plan are consistently applied and benefits realised.

Recommendation 2

HMIC recommends that the post of Neighbourhood Policing project lead is retained until all elements of the improvement plan have been completed and improvements in performance are embedded.

Developing Citizen Focus Policing

2007/08 Developing Citizen Focus Policing Summary of judgement	Meeting the standard
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Meeting the standard

A Citizen Focus ethos is embedding across the force, establishing an initial baseline.

Summary statement

The force partially understands the needs of its communities. Identified service improvements are frequently made to local service delivery. The force partially communicates the National Quality of Service Commitment standards, the Code of Practice for Victims of Crime standards, and the force corporate accessibility standards to its communities.

Service users' views are sought and are used to improve service delivery

Strengths

- A range of methods is used to identify users' views from which improvements are made to service delivery. Examples include information gathered by safer neighbourhood teams (SNTs) who conduct PACT meetings open to the general public, and targeted meetings for young people and those from vulnerable and emerging communities. These are supplemented by surgeries, environmental visual audits, questionnaires and the force interactive website. Information gathered by the force-level user satisfaction survey is constantly fed into the corporate management improvement plan to improve performance and help to identify areas where maximum improvements can be made, such as providing timely feedback to victims.
- Warwickshire County Council undertakes telephone surveys for the force and in 2007/08 there were some 2,435 respondents. Results have been presented at safer neighbourhood area and team levels, and consideration is currently being given to determine the improvements which could be made to service confidence and satisfaction. Early proposals include the targeting of those areas with low satisfaction levels and determining what good practice is occurring in those with high satisfaction levels. In 2007/08 significant improvements have been achieved in the categories of actions taken (where they have moved up 9 places against other forces), follow-up (where they have moved up 10 places against other forces), treatment (where they have moved up 20 places against other forces) and whole experience (where they have moved up 21 places against other forces).
- The communications team scans all media articles to identify users' views of the service received and to feed information back to relevant departments as necessary.
- A business recovery cycle has been introduced. This recovery framework has been set up to recover the confidence of members of the community who have received a

poor service and to bring about individual and organisational learning in developing excellent services to victims of crime, individuals involved in RTCs, and members of the community who have reported anti-social behaviour incidents. Warwickshire County Council, which conducts the telephone survey work on behalf of the force, returns surveys electronically where the individual surveyed has given express permission and has outlined why they were satisfied or dissatisfied with the service received. The survey travels electronically through data collection to the repository, which is held within the strategic support team for the local policing directorate, and then transferred to quality assurance inspectors in the relevant local borough or district, who give individual feedback to officers and PCSOs. They also make repeat contact with the member of the public to provide additional feedback. The provision of both positive and negative feedback is believed to be a contributory factor to improving SPI performance.

- The role of the quality assurance inspector has been in place since January 2008. A key driver leading to the introduction of this role was to improve user satisfaction performance. The main purpose of this role is to provide support to the district commander in the effective management of operational policing, responding to demands for service and performance targets in line with force policies and procedures.
- Key elements of the role include:
 - Public contact – reducing the risk of harm through distress by quality controlling performance and processes which impact on user satisfaction and acting as the district lead for public contact forums. Each inspector will conduct ten user satisfaction surveys per month and be responsible for any business recovery required. They will monitor voicemail compliance and record complaints, placing an emphasis on local resolution where appropriate.
 - Compliance enforcement – inspecting processes across all areas of business to ensure compliance e.g. Victims Code, Domestic Abuse and Hate Incident investigation.
 - Service delivery – local responsibility for front offices and reception areas to ensure a corporate approach and to maintain quality. Maintaining the appointments system to allow demand diversion.
 - Business processes – inspecting and where necessary challenging processes to ensure a high level of quality and to check current processes are up to date and fit for purpose. ‘Tightening daily grip’ and maintaining standards of appearance and equipment including vehicles. Working closely with a new central quality assurance team.
- Results from the Warwickshire criminal justice board victims and witness survey (WAVE) are fed into the local criminal justice board (LCJB). As a result of feedback raising concerns about youths loitering around the entrance to the justice centre in Nuneaton, additional measures have been implemented and a trial is under way to open the reception area over lunch to improve access.
- Satisfaction data on the force response to anti-social behaviour is being collected during 2008/09 despite there being no national requirement to do so. By collecting such data, a baseline for service improvements will be in place for 2009/10.

- Quality assurance inspectors make contact with all dissatisfied customers identified through the user satisfaction surveys. One option available to them is for the member of the public to join the 'ride along' scheme where they accompany an officer on their tour of duty and gain a greater insight into daily demand and the work of SNTs. This is offered on average once per month. Members of the police authority and IAGs have also taken part in the scheme.
- All supervisors in the communications centre and on front counters have undertaken a day's training in relational leadership facilitated by an external company, where effective leadership styles and the impact of the behaviour of managers towards staff were examined. This has improved morale and focused staff on the impact of their actions on others. Learning from this has translated to the service provided to the public and is cited as a contributory factor to a greater citizen focus and improved performance.
- The public contact strategy, known as Every Contact Counts is the corporate blueprint to improve citizen focus policing and encapsulates the QoSC and victims code. The programme board is chaired by the deputy director of local policing and attended by key stakeholders including the police authority and IAG members. It has five key objectives:
 1. the formulation of a public contact strategy that is cognisant of national thematic reviews and best practice and is affordable, acceptable and sustainable;
 2. successful delivery of the four existing projects identified below;
 3. evaluation of any new recommendations, following research, including the associated business benefits, issues, risks and implementation plans;
 4. the embedding and sustaining of a citizen focused culture throughout the force that supports our vision, mission and values; and
 5. successful integration of the SNT improvement plan, communications centre improvement plan and intelligence structures and processes into the overall public contact strategy.
- The strategy is supported by four projects each of which has a silver lead and a monitored improvement plan. The projects are:
 - volume crime management;
 - incident management;
 - user satisfaction; and
 - corporate information.
- The silver lead responsible for user satisfaction surveys conducted a review into the methodology used for collecting data to support the SPIs and KDIs. By listening to a number of calls conducted by the county council he found that 60 questions were asked in each telephone survey – twice that required to provide statutory information – resulting in long calls. It was apparent that respondents were finding the length of calls excessive and this impacted on the quality of information provided. Research also found that only drivers involved in RTCs were receiving updated information, whereas passengers, who were not being updated, are also included in the SPI sample population. In September 2007 the survey methodology was changed so only 30 questions were asked, which, together with improved contact with passengers involved in RTCs, contributed towards a significant shift in satisfaction statistics and movement

from the bottom. MSF quartile to the top in ease of contact, actions taken, treatment by police, and whole experience in the third quarter of 2007/08.

- When an email or voicemail message is received in shared facilities, for example to the telephone number or email address of an SNT member, a text message is automatically sent to the officers' and PCSOs' airwave (personal radio) terminal. This was introduced as a direct result of feedback from the public and to ensure that messages are responded to in a timely manner.
- A combined criminal justice centre operates in Nuneaton which co-locates the police, the Crown Prosecution Service (CPS), four courts dealing with criminal, youth, family and civil hearings, the probation service, the youth offending service, and victim and witness support. This was the first such centre in the country, and plans to create two further units are in progress, with building work at Leamington Spa already under way. This approach provides a 'one-stop-shop' for the community and makes the provision of services more user-friendly and co-ordinated.
- Victim care units have been established for some years under the Judicial Service department. The units co-locate personnel from the police, youth offending team, the CPS, probation and victim support to provide a cohesive service to victims and witnesses post-charge. The victim and witness information partnership (VIP) conducts confidence and satisfaction surveys on behalf of the LCJB, and in the fourth quarter of 2007/08 100% of those surveyed responded that the information they received from the unit was sufficient for their needs and 87% were satisfied with the service received. Any concerns expressed by respondents are tracked by the VIP, and the manager makes personal contact to provide updated information.
- Two representatives from the police authority are on the public contact strategy programme board and feed back on progress is made to the full authority. Authority members attend the chief officers' briefing each Monday morning where confidence and satisfaction performance is discussed, thus enabling dynamic governance and scrutiny.
- A leaflet outlining the commitment to increase levels of public satisfaction in 2008/09 has been sent to every household along with the council tax notification. Full details of the quality of service commitment are contained on the Warwickshire Police internet site, which contains hyperlinks to additional local and national guidance.
- Guidance has been provided to supervisors and call-handling staff on direction and control complaints by the PSD. A pro forma has to be completed, which must be faxed or emailed within 24 hours to PSD where the categorisation of the complaint is re-assessed and allocated for resolution. A number of such complaints were examined during the inspection, all of which clearly demonstrated a thorough process and a commitment to resolve the issue, engage with the complainant, explain policies and procedures and seek an agreeable resolution. Organisational learning is informed by a designated outcome section of the complaint form which records trends, lessons learnt, and organisational or individual mistakes, and feedback is always given to the individual or relevant head of department. The number of such complaints has reduced from 61 in 2006/07 to 8 in 2007/08, 4 of which relate to the speed of response to calls from the public. From May 2008 half an analyst post has been dedicated to PSD to ensure that all individual and organisational complaints are analysed to ensure continuous learning.

- The introduction of the national QoSC was led by a superintendent-led project team. Since this time the improvement plan has been incorporated into the overall public contact strategy.
- Customer satisfaction is a standing agenda item for the chief officer group meetings. Data at district level is provided and monitored against MSF and other force positions.
- The crime recording form requires officers to detail the date and time victims were updated. The rationale for the introduction of this is to support the victims code and the driver for improved satisfaction was well understood. Officers knew their performance was monitored by both their own supervisors and the crime desk. Files submitted without the monitoring form are returned to the officer for completion.
- Compliance with the victims code is monitored through the witness care unit for post-charge cases.

Work in progress

- A new voice recording system, NICE, is being introduced to the communications centre that has a 'listen in' facility for supervisors to monitor quality of service and which enables qualitative data to be gathered. Training for supervisors was completed in spring 2008.
- Management responsibility for front counter staff has moved to the superintendent communications. A review of police station opening times and shift patterns is under way to ensure the service meets demand. To ensure stations are open during advertised times responsibility for resourcing has recently been moved to the central resources unit which allocates staff to fill short-term absences between stations. By placing all front counter responsibilities under one management structure, it is anticipated that service will improve.
- The top three performing forces in terms of overall satisfaction have been visited to identify aspects of best practice for implementation in Warwickshire. In addition two forces from their MSF group, and another cited in NPIA literature, have also been visited to help develop the force improvement strategy.
- The corporate information management board is examining improvements to internet content, email, telephone, paper mail and front offices to deliver the citizen focus strategy. The inaugural meeting of the board was in February 2008 where the focus was on the identification of issues, and since this time initial scoping has identified that the key risk is a lack of data against which to benchmark improvements. Shortfalls identified include problems with the corporate management database, i-manage, and accuracy and timeliness of data available on the internet.
- Work is in progress to ascertain from victims the method by which they would prefer to be updated. Email and mobile telephone numbers are being gathered to enable front office staff to provide updates by these methods, including text, when demand for front counter services is low. It is anticipated that such updates will commence in the summer 2008.
- An online victims' portal for victims of crime to be updated with progress of their crimes, and for further information to be provided to the officer in the case, is being actively explored.

- The force is currently developing a resolution desk to assist with the management of non-emergency calls and this is expected to be in place within the next 12 months. The resolution desk will include staff from the current crime desk, public help desk and call-handling function and aims to resolve calls at first point of contact.
- A workshop with staff from the communications centre has been held to review all the performance indicators used, which historically have focused on quantitative measures such as the speed of answering 999 calls and quantity of calls taken. As a result of this new key indicators following the assessment of policing and community safety (APACS) model are being developed to measure performance in line with the vision to protect communities from harm. Performance indicators will be allocated to business leads who will be held accountable for delivery. Individual performance measures will be set and monitored through personal development reviews (PDR).
- A series of workshops was conducted by consultants in March and April to develop a new approach to the corporate risk register. Since then the register has been developed, and has recently been reviewed by chief officers. A potential area of risk has been identified as reduced levels of satisfaction, which is subject to consideration for inclusion on the register with ACC lead responsibility. While aspects of the quality of service commitment are not specifically on the register, each silver lead for the workstreams of the public contact strategy reports quarterly to the overarching board. An agenda item for each update deals with risks to the projects and they are monitored and managed through this structure. Consideration should be given for each identified risk to be managed through the risk register process.

Areas for improvement

- Force and district level performance information relating to crimes committed and detections achieved are readily available on the external internet site by clicking on the performance tab. Performance figures relating to satisfaction and confidence however are contained in the freedom of information section of the site, and those available in July 2008 related to September 2007. Consideration should be given to displaying all performance information in one area on the internet site and systems put in place to ensure the information is up to date.
- While there is a section on the force intranet outlining the quality service commitment, the link does not provide local standards of service delivery other than stating that the force 'will ensure that we take the appropriate steps to deal with your enquiry as soon as possible'. Standards for response have been set and should be communicated through the website.
- Compliance with the requirements of the victims code for those cases that do not result in court proceedings are monitored through an audit regime that relies only on dip-sampling crime records following a checklist. As a result the force is unable to provide clear information as to their compliance with the requirement to keep victims informed within the national timescales.
- While the principles of the QoSC have been incorporated into the public contact strategy, and processes are in place to monitor Freedom of Information and complaints procedures, no bespoke monitoring of the 56 commitments takes place.

The force has integrated Citizen Focus and operational activity, such as contact management, response, Neighbourhood Policing, investigation and through the Criminal Justice process.

Summary statement

The force has implemented corporate service standards expected of all staff when dealing with the public. Satisfaction and confidence performance is partially integrated into BCU and force performance management processes.

Strengths

- Officers and staff were aware of the importance of Every Contact Counts, an initiative that has been driven by the chief officer team and championed by the Chief Constable to drive up the quality of service provided. It also recognises the importance of all members of staff in overall satisfaction level. All staff received a personal leaflet of explanation, posters are widely displayed and messages appear on the intranet front page explaining the requirements of the victims code. The force magazine, *Bear Facts*, also carried a two page article in July 2008 covering all aspects of the public contact strategy, clearly explaining progress to date.
- As part of the overarching public contact strategy programme a new uniform, appearance and equipment guide has been sent in a pocket-sized format to all officers and police staff, setting corporate standards and providing clear guidance for staff and supervisors. This comprehensive guide also includes links between appearance and the force vision and values.
- Direct dial has been introduced and a new voicemail policy implemented, requiring all staff to have a personal or group voicemail account. Leaflets explaining the voicemail system are included in all induction packs. The response time for email correspondence for SNTs has been set at 72 hours – a reduction from 10 days – and a recent quality audit has been conducted to test compliance. Consideration should be given to making this standard clear to those who contact the force as the current message states that senior and chief officers proactively check officer and staff awareness of Every Contact Counts.
- Following examination of all parts of their business, a communications centre improvement plan has been developed to improve customer focus. The superintendent lead is passionate in his drive to improve, which has been a key driver for improvement.
- Corporate values have been set, and are displayed across the force and communicated via the intranet and written communications to all staff: These standards are published as:
 - Be accessible to the public, increase our visibility and contact with communities.
 - Respond to requests for assistance by providing the right service, promptly, effectively, at the first time of asking and honouring our commitments and promises.
 - Expect high standards of appearance and behaviour.
 - Treat everyone fairly with respect and dignity, maximising and promoting

diversity.

- Constantly seek opportunities to be more effective and efficient through partnership, collaboration and new ways of working.
 - Ensure that we are professional, responsive and caring, acting with integrity, being straightforward, open and honest.
 - Develop, support and empower our people to make courageous decisions and learn from experience.
 - Set clear objectives and explicit standards for our staff, underpinned by the PDR system, recognising and rewarding good performance.
 - Put communities first by listening, understanding and responding to their needs.
 - Expect people to take personal ownership and responsibility for solving problems and delivering a quality service.
 - Lead with confidence; consistently challenge unacceptable performance, behaviour and standards within a supportive environment.
 - Proactively solve problems, plan for the future and focus activities on successful outcomes.
- Corporate branding, consistent with that used on the safer neighbourhoods website www.safer-neighbourhoods.co.uk, is used for public surveys and consultation. The vision of protecting communities from harm is known by all staff and the focus on harm reduction is clearly understood and used as a guide to aid decision making and prioritise resources. External email communications contain a message from the Chief Constable stating, "We are building a new police service that is even more capable of protecting people who live, work or travel in Warwickshire from harm."
- Information on the force website can be accessed using RSS (really simple syndication), a free of charge application by which subscribers automatically receive information about updates to the force websites. Selected headline news stories are available in audio and video.
- Leadership seminars have been held for all inspectors, 90% of whom have attended. The Every Contact Counts strategy has been introduced by the DCC whose presentation outlined the importance of customer focus and satisfaction, describing every encounter as critical to building and maintaining community confidence, trust and support, and encouraging officers to leave a positive trace from every encounter.
- A training plan has been developed for all front counter staff to enable them to deliver corporate standards of service and the national call-handling standards. First line supervisors have also been provided with leadership courses. These initiatives support the key objectives in the public contact strategy to embed and sustain a citizen focused culture throughout the force.
- There is strong leadership displayed by all the ACPO team to drive improvements in citizen focus, with the director of local policing having the specific portfolio lead. The

force vision to protect communities together is widely known by staff and used as an active aid to decision making and prioritisation. The deputy director of local policing has used the intranet to support his key message that “Warwickshire police puts communities first by listening, understanding and responding to their needs” and that all members of staff have an opportunity to contribute positively to improvements in service delivery as part of an organisation that has public service at the core of its values. Officers and staff received the briefing when they logged onto the intranet and were unable to move to other pages without first being directed to this site.

- The DCC has encouraged a new professionalism among staff in terms of officers and staff taking a pride in their role and equipment. At inspectors’ leadership seminars he stated the mission is “to provide a consistent and focused approach to listening and responding to our communities’ concerns and protect them from harm, loss or distress”. The seminar participants are also shown a video in which the Chief Constable articulates the importance of living by the values of the organisation at all times and explains why some, including the dress code, are emphasised at different times to reinforce key messages. Another video recognising achievement and reinforcing the Chief Constable’s messages contains detail of all values.
- Public contact forums have been developed in the north of the county and are now being replicated in each area, co-ordinated by the quality assurance inspectors to provide feedback on customer experiences. Each forum consists of volunteers who conduct ‘mystery shopper’ activities, for example recent activity has included attending at front counters, making telephone calls to named individuals through the switchboard, using the internet to contact SNTs and testing response times and quality of service. Feedback from these forums is used to improve customer service and members of the forums are positive about the impact this work has had.
- In line with the force values, staff felt rewarded for providing a positive experience to the public, and examples were given at all levels of formal and informal recognition. Good work is formally recognised by commendations and quality of service awards, and the force runs an SNT officer of the year award. The previous lead for safer Neighbourhood Policing was one of five nominees shortlisted in 2007 for the community reassurance category of the awards organised by the police professional magazine, and eleven staff from across the force were nominated for national awards at the Janes Gala awards ceremony. While officers and PCSOs felt valued in their roles and there is evidence that good work is acknowledged, senior managers and the police authority believe even more could be done to formally reward and recognise those who deliver a positive experience to the public.
- A force target for 2008/09 is to be 2% above the MSF performance in whole experience satisfaction. Monitoring is undertaken by the director of local policing (ACC), who holds quarterly meetings with district and borough commanders (chief inspectors) during which he monitors performance and holds staff to account. Local performance arrangements are in place with data available at district and SNT levels. Performance data is shared with the police authority and CDRPs.

Work in progress

- Since the email reply time target reduced to 72 hours, a quality audit has been conducted to test compliance and it identified that 7 of the 33 SNTs did not reply within the standard time. Of those that were not compliant, 2 were due to IT failures that have since been rectified, and the remaining 5 SNTs received feedback to improve their

performance. Audits of voicemail and mystery customer emails are undertaken and feedback given. The standards should be communicated clearly to the public.

- The corporate information management work stream of the public contact strategy is undertaking a fact finding process to ascertain where there are data gaps, for example who uses police station reception services and at what times, and to determine the volume of telephone calls both internally and from external origins and the volume of email and post. Information will be used to design corporate approaches to information management and set quality standards for service improve citizen focus while reducing bureaucracy.
- The estates strategy is currently addressing the physical environment of front counters. Focus group and user group meetings have been held to advise on future building and refurbishment projects. Consideration is being given to colour coding areas of the joint criminal justice centre at Nuneaton to assist in ease of use of the building.
- During 2008 a standard five day induction course will be introduced for delivery to all staff joining the constabulary. Attendance will also be compulsory for staff on promotion or job movement. This will provide an opportunity for corporate standards to be reinforced.
- The initial contact strategy is being revised to ensure consistency with the user satisfaction improvement plan, which places an emphasis on early resolution to 'get it right first time' and clarifies responsibility between the control room inspector and the area supervisors. A quality of service manager has been appointed to head the central team and ensure the strategy benefits are realised.
- Information on the force website is not comprehensive and the shortfalls have been recognised in the corporate information strand of the public contact strategy. Some sites on the internet, for example the corporate communications section are up to date, easy to navigate and interactive, whereas other areas have not been maintained to the same standard. Pages do not have consistency in layout, colour and font size. The negative impact of this on the user has been recognised and the work of the corporate information group should be prioritised to improve the presentation and content available on the site.
- User satisfaction data at SNT level has recently been provided to the force from the Warwickshire Observatory based on data obtained by the county council which conducts PPAF surveys on behalf of the force. Decisions on how best to use this information are still to be made but consideration is currently being given to target activity in areas with the lowest levels of satisfaction and to identify aspects of good performance across areas with high satisfaction levels. This data has been made available to the director and deputy director of local policing who will use it during quarterly performance meetings. The data for the smaller SNTs will be treated with some caution due to the sample size, but it will be used to hold SNTs to account for their performance and provide support where necessary. Additional supporting data at SNT level is being obtained by questionnaires included on local internet pages and from a large postal survey recently conducted in Leamington South. This survey was sent to every resident in the locality and responses were being received at the time of inspection. Early indications were that the response rate exceeded expectations and the majority of respondents expressed a desire to receive further information and wished to engage further with the police.

September 2008

- Steps are being taken to improve feedback from victims of domestic abuse as this category of victim is excluded from the PPAF sample. Satisfaction surveys of abuse victims are being undertaken and the domestic abuse operational group is looking at how to improve information further to enhance service delivery.
- A pilot scheme is under way using PCSOs to contact all victims and callers relating to anti-social behaviour in order to improve customer satisfaction. At the time of inspection, indications were that this initiative could not be directly tracked to such improvements but a full evaluation has not yet been undertaken.

Areas for improvement

- The drive to ensure the force provides a positive experience to every person with whom it has contact has largely been focused on the communications centre and operational uniformed officers. Improvements made in the communications centre demonstrate the positive impact of such a focus and this should be rolled out across the force to make services more user friendly. All staff should be provided with clear guidance on how they are expected to deal with everyone with whom they have contact. Plans to deliver this should be formalised.
- Not all officers and staff interviewed by the inspection team had a good understanding of the ten force values or the detail of corporate standards. They were however all clear in their understanding that the vision of the force is to protect communities from harm and of how this impacted on their own roles.

The force can demonstrate that the relevant SPIs remain stable as a minimum.

	SPI 1e Satisfaction with the overall service provided		SPI 3b Satisfaction of users from minority ethnic groups with the overall service provided	SPI 3b Gap – comparison of satisfaction for white users and users from minority ethnic groups with the overall service provided
	Difference from MSF	2005/06 to 2007/08 change	2005/06 to 2007/08 change	+/-pp
Warwickshire	0.0pp	+2.0pp	+2.2pp	0.5pp

Summary statement

The SPI data shows that force performance is not significantly different to the average for the MSF.

The SPI data also shows that force performance has significantly improved compared with two years ago.

Satisfaction of users from minority ethnic groups with the overall service provided is unchanged.

There is a small satisfaction gap between white users and users from minority ethnic groups with the overall service provided. Users from minority ethnic groups are 0.5 percentage points less satisfied.

Context

The SPI statistics are obtained from the PPAFs to March 2008. These statistics are survey based and have been analysed for statistical significance, which can be explained in lay terms as follows: 'The difference in performance between the force and the average for its MSF is unlikely to have occurred by chance.'

Note: When comparing the force's performance with previous years, year-on-year statistical significance is explained as follows: 'the difference in the force performance between the years compared is unlikely to have occurred by chance.'

There is a summary of the statistical analysis methodology at Appendix 2 at the end of this report.

Victims of crime and users of police services are surveyed using Warwickshire Police's own user satisfaction surveys, which comply to national standards and thus allow comparison with other forces. Surveys are based on a sample size of 600 interviews per BCU.

SPI 1e – satisfaction with the overall service provided.

81.6% of people surveyed in the year ending March 2008 were satisfied with the overall service provided, which is not significantly different to the average for the MSF.

Force performance significantly improved in the year ending March 2008; 81.6% of people surveyed were satisfied with the overall service provided, compared with 79.6% in the year ending March 2006.

SPI 3b – comparison of satisfaction for white users and users from minority ethnic groups with the overall service provided.

Force performance was unchanged in the year ending March 2008; 79.1% of users from minority ethnic groups were satisfied with the overall service provided, compared with 76.9% in the year ending March 2006.

There is a small, but not statistically significant satisfaction gap between white users and users from minority ethnic groups with the overall service provided. Users from minority ethnic groups are 0.5 percentage points less satisfied.

Strengths

- Warwickshire currently has a satisfaction rate (SPI 1e) that is equal to the MSF
- The satisfaction of BME users in Warwickshire has increased by 2.2 percentage points from March 2006 resulting in the proportion of BME users saying they were satisfied with service rising from 76.9% to 79.1%. This rise in BME satisfaction has contributed to the fact there is now a satisfaction gap of 0.5 percentage points between white and BME users (with white user satisfaction being in excess of BME user satisfaction).

- Warwickshire's performance across SPI 1e and SPI 3b has improved compared to the force's previous figures. Overall satisfaction has increased by 2.0 percentage points, with both white and BME user satisfaction rising. The white/BME satisfaction gap is the smallest in all forces in England and Wales.

Work in progress

- None identified.

Areas for improvement

- None identified.

Recommendations

Recommendation 1

The SNT abstraction policy should be reviewed and clear targets set. These should be rigorously managed at local and force level.

Recommendation 2

HMIC recommends that the post of Neighbourhood Policing project lead is retained until all elements of the improvement plan have been completed and improvements in performance are embedded.

Appendix 1: Glossary of Terms and Abbreviations

A

ACC	Assistant Chief Constable
ACO	Assistant Chief Officer
ACPO	Association of Chief Police Officers
ASB	Anti-social Behaviour
ASBO	Anti-Social Behaviour Order

B

BCS	British Crime Survey
BCU	Basic Command Unit
BME	Black and Minority Ethnic
BPA	Black Police Association

C

CDRP	Crime and Disorder Reduction Partnership
CMU	Crime Management Unit

D

DCC	Deputy Chief Constable
DV	Domestic Violence

G

GO	Government Office
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H

HICT	Head of Information and Communications Technology
HMIC	Her Majesty's Inspectorate of Constabulary
HR	Human Resources

HSE Health and Safety Executive

I

IAG Independent Advisory Group

ICT Information and Communications Technology

liP Investors in People

IS&T Information Systems and Technology

L

LCJB Local Criminal Justice Board

LSCB Local Safeguarding Children Board

M

MAPPA Multi-agency Public Protection Arrangements

MPR Monthly Performance Review

MSF Most Similar Force(s)

N

NCRS National Crime Recording Standard

NIM National Intelligence Model

NHP Neighbourhood Policing

NPIA National Policing Improvement Agency

NSPIS National Strategy for Police Information Systems

O

OBTJ Offender brought to Justice

P

PCSO Police Community Support Officer

PFI Private Finance Initiative

PI	Performance Indicator
PIP	Professionalising the Investigative Process
PURE	Police Use of Resources Evaluation
Q	
QoSC	Quality of Service Commitment
R	
REG	Race Equality Group
S	
SARA	Scanning, Analysis, Response, Assessment
SOCA	Serious and Organised Crime Agency
SPG	Strategic Performance Group
SPOC	Single Point of Contact
T	
TCG	Tasking and Co-ordinating Group

Appendix 2: Assessment of Outcomes Using Statutory Performance Indicator Data

Context

The HMIC grading of Neighbourhood Policing and Citizen Focus for each force takes performance on the key SPIs as a starting point. These are derived from the PPAF and are survey based.

The survey results come from two different sources:

- **Neighbourhood Policing**
Results come from the BCS, which questions the general population. The annual sample size for the BCS is usually 1,000 interviews per force.
- **Developing Citizen Focus Policing**
Results come from forces' own user satisfaction surveys. The annual sample size for these user satisfaction surveys is 600 interviews per BCU.

Understanding survey results

The percentage shown for each force represents an estimate of the result if the whole relevant population had been surveyed. Around the estimate there is a margin of error based on the size of the sample surveyed (not on the size of the population).

This margin is known as a **confidence interval** and it will narrow or widen depending on how confident we want to be that the estimate reflects the views of the whole population (a common standard is 95% confident) and therefore how many people have to be interviewed. For example, if we have a survey estimate of 81% from a sample of approximately 1,000 people, the confidence interval would be plus or minus 3 and the appropriate statement would be that we can be 95% confident that the real figure in the population lies between 78% and 84%.

Having more interviewees – a larger sample – means that the estimate will be more precise and the confidence interval will be correspondingly narrower. Generally, user satisfaction surveys will provide a greater degree of precision in their answers than the BCS because the sample size is greater (1,000 for the **whole force** for the BCS, as opposed to 600 **for each BCU** for user satisfaction).

HMIC grading using survey results

In order to **meet the standard**, forces need to show no 'significant' difference between their score and the average for their MSF or against their own data from previous years. Consequently, force performance could be considered to be 'exceeding the standard' or 'failing to meet the standard' if it shows a 'significant' difference from the MSF average or from previous years' data.

HMIC would not consider force performance as 'exceeding the standard' if SPI data were travelling in the wrong direction, ie deteriorating. Likewise, credit has been given for an upward direction in SPI data even if performance falls below the MSF average.

Understanding significant difference

The calculation that determines whether a difference is statistically significant takes into account the force's confidence interval and the confidence interval of its MSF.¹ The results of the calculation indicate, with a specified degree of certainty, whether the result shows a real difference or could have been achieved by chance.

This greater level of precision is the reason why a difference of approximately two percentage points is statistically significant² in the case of the user satisfaction indicator, whereas a difference of around four percentage points is required for the BCS indicators. If the sample size is small, the calculation is still able to show a statistically significant difference but the gap will have to be larger.

[Produced by HMIC based on guidance from the NPIA Research, Analysis and Information Unit, Victoria Street, London.]

¹ The BCS results are also corrected to take account of intentional 'under-sampling' or 'over-sampling' of different groups in the force area.

² It is likely that there is a real, underlying difference between data taken at two different times or between two populations. If sufficient data is collected, the difference may not have to be large to be statistically significant.