

Warwickshire Police Authority

Warwickshire Police

Policing Plan 2011 – 2014

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Foreword

All the work we, our partners and local communities are doing to protect people from harm is paying off - crime in Warwickshire has fallen for four years running.

There are fewer victims of crime and levels of public trust and confidence in the service have increased.

Last year (2010-11) all crime was reduced by 2.6% in Warwickshire compared to 2009-10, which means a total of 892 fewer victims. Since 2006 Warwickshire has seen crime fall by 27.4%.

More people were protected from burglary and vehicle crime in the county, more victims of serious sexual offences had the confidence to come forward and seek our help and more serious sexual offences and crimes of violence were solved by our workforce.

These results are very encouraging and confirm that our focus on tackling those offences which cause people the most harm and targeting those individuals who cause the most harm is achieving the right results.

What makes all this so encouraging is the fact that this success is being achieved by working closely with you and our partner organisations.

The authority and the force recognise that the challenge of continuing to reduce crime while meeting the tough financial reductions required during the coming years is greater than ever.

Following the Government's Comprehensive Spending Review our budget must be reduced by £22.9m before March 31, 2015. All members of Warwickshire Police's workforce are determined to deliver the maximum levels of protection possible with the resources made available to us.

Our commitment is to use our resources to reduce death, injury, loss and distress; to focus on those who cause the most harm and on delivering more protection to areas of the county most affected by crime and disorder.

We will work to reduce the number of road traffic collisions in the county, the number of people killed or seriously injured by violence, the number of victims of robbery and we will work to further reduce the threat from organised crime.

We will retain our focus on burglary and vehicle crime and continue to deliver 100% of local policing activity we agree with local communities. We will also maintain the current high levels of overall satisfaction of victims of crime.

The period ahead is going to be a time of major change for Warwickshire Police and all police forces and police authorities. The work that we have completed in recent years ensures that, with your support, we are capable of meeting new challenges while continuing to protect people from harm in Warwickshire.

We would like to praise Ian Francis, the predecessor as chair of the authority for the last two years who has also been a member of the authority since 1994. His excellent service and leadership has been well respected by all members.

Phil Robson, Chair of Warwickshire Police Authority
Keith Bristow, Chief Constable of Warwickshire Police

Introduction

The national landscape

The Home Secretary's mission for policing is currently very simple – to cut crime which has been described as the most radical change to policing in fifty years. A new programme of reform strengthens the link between the police and the public as well as tackling organised crime and protecting our borders has been unveiled by the Home Secretary. The consultation paper 'Policing in the 21st Century: Reconnecting Police and the People' sets out how the police service in England and Wales will become more accountable to the public and responsive to local people, more focused at a national level and more effective at tackling crime, as well as providing better value for money. Key elements include:

- The first election of Police and Crime Commissioners, to hold police forces to account and strengthen the bond between the police and the public, in May 2012
- A powerful new National Crime Agency to lead the fight against organised crime and strengthen our border security
- Greater collaboration between police forces to increase public protection and drive savings
- Phasing out the National Policing Improvement Agency (NPIA)
- Cutting bureaucracy, removing restrictive health and safety procedures and freeing up officers' time
- A clear role for everyone, including members of the public, in cutting crime through beat meetings, neighbourhood watch schemes and voluntary groups

This approach will ensure that everyone has a say in how their area is policed via their local commissioner and by incorporating the idea of the 'Big Society', everyone will play a part in cutting crime and disorder. This includes increased partnership working as well as opportunities for the public to get involved in keeping neighbourhoods safe through attending community forums and joining Neighbourhood Watch groups. It will also provide more opportunities for citizens to volunteer with the police service and within the wider criminal justice system.

The Warwickshire landscape

Protecting our communities together

Warwickshire Police Authority exists to secure the maintenance of an efficient and effective police force for their area. The Authority holds the Chief Constable to account for policing in Warwickshire through embedded governance. Through this day to day scrutiny of the force, the Police Authority ensures that the following vision is maintained:

'Warwickshire Police will use all its resources to reduce death, injury, loss and distress. We will focus our effort against those who cause the most harm and on areas of the county most affected by crime and disorder. With communities and partners we will deliver the maximum protection possible and work to increase public trust and confidence'.

How Warwickshire Police will deliver protection

Tackle the problems and the people that cause you harm

Your local Safer Neighbourhood Team will work with you and local partners to identify and solve issues of concern in your community and tackle people who cause the most harm.

Patrol locally and respond to your incident

Officers will provide visible patrols, focusing on areas of the county most affected by crime and disorder. We will respond to incidents according to the risk of harm.

Investigate your crime

We will carry out a professional investigation to identify those responsible. You will have an identified person to carry out the whole of your investigation.

Provide you with best value

We will ensure that our services deliver the best value for you.

The Planning Cycle

An annual planning cycle informs the development of this plan and supporting revenue budget and capital programme. One of the key inputs informing the development of the Policing Plan is the Strategic Assessment, and its primary outcome, the Control Strategy.

The Strategic Assessment & Control Strategy

The Strategic Assessment is produced annually in force and is a key element of the National Intelligence Model (NIM). It draws on existing intelligence and analysis in addition to crime statistics, other police information and information from other partner organisations allowing for emerging trends, risk and intelligence gaps to be identified. The aim of the document is to review whether the current Control Strategy remains fit for purpose or whether it requires any amendment.

The Control Strategy is a collective term for a set of crime types or cross-cutting themes (e.g. vulnerable geographical areas or substance abuse) that, subject to a concentrated strategic focus and resource commitment, would help to deliver the greatest degree of protection from harm. The Control Strategy provides senior managers with a decision-making framework for resource allocation when faced with competing demands.

The final decision on the content of the Control Strategy lies with the Strategic Tasking & Co-ordination Group (STCG), which is chaired by the Chief Constable and comprised of senior managers from the two Directorates - Resources and Operations.

Service delivery

There are two key themes that underpin Warwickshire Police's activities as a whole, and which therefore feature on the Control Strategy; these are 'Narrowing the Gap' and 'Raising the Bar'.

'Narrowing the gap' is about identifying geographical areas within the county, or sections of the community that are subject to the greatest volume of harm and risk, and targeting our resources in a way that reduces this risk to levels closer to other geographical areas of the county or other groups within the community. One key method for achieving this is the inclusion of geographical Priority Policing Areas (PPAs) on the Control Strategy, which due to their vulnerability are currently subject to a concentrated strategic focus.

'Raising the Bar' reflects the force's commitment towards continuous improvement, ensuring that process, policy and procedure are aligned to deliver service of the highest possible standard.

Strategic focus

The Control Strategy provides the strategic focus for the force around crime and disorder issues and a framework for decision-making around resource allocation. However, it is important to note that the force delivery/management structures are sufficiently flexible to allow other harms to be addressed and resources diverted in the short term, if the threat is deemed sufficiently high to supersede the Control Strategy.

Control Strategy

'Raising the Bar' and 'Narrowing the Gap'



Force Priorities remain very similar to the previous year. Based on the contents of the Strategic Assessment, it was proposed that 'Public Confidence' be removed from the Control Strategy for 2011/12 as it should be an outcome of delivering effective protection rather than pursued as an end in itself and it is also no longer a central government target. It was also proposed that 'anti-social behaviour' be added. This was agreed by the Strategic Tasking & Coordinating Group (ST&CG).

WARWICKSHIRE POLICE PRIORITIES 2011/12

CONTROL STRATEGY - “RAISING THE BAR” & “NARROWING THE GAP”

<p>COUNTER TERRORISM & DOMESTIC EXTREMISM</p> <p>Objective</p> <p>Continue to ‘develop flexible responses to radicalisation’, ‘engage communities in managing the threats’ and ‘improve the flow of information from our communities’ through the work streams outlined in the force’s CONTEST ‘Prevent’ Action Plan.</p>	<p>ORGANISED CRIME</p> <p>Objective</p> <p>To disrupt or dismantle those groups posing the greatest degree of harm to our communities, through directed targeting, effective partnership working, and the confiscation of criminal assets.</p>	<p>ROAD RELATED DEATH</p> <p>Objective</p> <p>To reduce the number of people killed and seriously injured on our roads, through the prioritised and proportionate enforcement of road law, a focus on casualty hot routes and education related to factors that contribute to road traffic collisions.</p>
<p>ALCOHOL/DRUG RELATED VIOLENCE</p> <p>Objective</p> <p>To reduce alcohol and drug related violence not only through enforcement, but also with close partnership working aimed at addressing substance misuse through treatment and education.</p>	<p>DOMESTIC ABUSE</p> <p>Objective</p> <p>To reduce domestic abuse through strong enforcement and prevention, with a focus on repeat victims and offenders in order to minimise the potential for harm to victims and their families.</p>	<p>ANTI-SOCIAL BEHAVIOUR</p> <p>Objective</p> <p>To identify those victims deemed vulnerable from repeated incidents of anti-social behaviour and ensure they are protected by taking robust intervention measures, delivered through effective partnership working.</p>
<p>PRIORITY AREAS</p> <p>Objective</p> <p>To take a holistic approach to crime and disorder in these geographical areas and core locations within them, by addressing crime and anti-social behaviour, robust management of offenders and the disruption of support mechanisms and drivers of crime such as stolen goods and drug markets.</p>	<p>TACKLING HARM CAUSERS</p> <p>Objective</p> <p>To protect our communities by disrupting those individuals or groups causing most harm.</p>	<p>COMMUNITY COHESION</p> <p>Objective</p> <p>To increase public confidence in our ability to protect the communities of Warwickshire from harm by continuing to develop Safer Neighbourhoods and Community Profiles within Warwickshire that properly reflect community concerns and tensions.</p>

How we monitor our priorities

A number of performance measures have been put in place for 2011/12 to help us understand how we are managing our control strategy. The following ensure we are providing the maximum level of protection to our communities from harm.

To reduce the number of people killed or seriously injured

Reduce the number of road traffic collisions that result in KSI

- To be achieved by working in partnership to educate drivers, re-engineer roads and enforce the law, specifically targeting those drivers who pose the greatest risk to other road users and Warwickshire's residents.

Reduce the number of people killed or seriously injured as a result of violence compared to last year

- To be achieved by managing those people who cause violence and implementing strategies to minimise the threat they pose.

Increase the number of serious sexual offences we detect compared with last year by 5%

- To be achieved by swiftly responding and efficiently managing investigations ensuring every evidential avenue is explored as well as working closely with specialist Crown Prosecutors and rape support services.

Reduce the number of victims of robbery compared with last year

- To be achieved by building increasingly effective intelligence pictures around offenders, locations and victims

Reduce the threat of organised crime groups on the communities of Warwickshire

- To be achieved by proactively targeting organised crime groups and networks impacting on Warwickshire. We will utilise all available policing techniques and work collaboratively with our partner agencies, both on a regional and national level.

To reduce the number of homes burgled and vehicle crimes committed

Reduce the number of homes burgled compared with last year

- To be achieved by robustly managing and targeting 'High Harm Causers', Prolific and Priority Offenders and emerging harm causers/young offenders as well as working with partners to further reduce opportunities for offending.

Reduce vehicle crime compare with last year

- To be achieved by robustly managing and targeting 'High Harm Causers', Prolific and Priority Offenders and emerging harm causers/young offenders as well as working with partners to further reduce opportunities for offending.

To improve trust and confidence

Local Safer Neighbourhood Teams will deliver 100% of agreed activity

- To be achieved by Safer Neighbourhood Sergeants/Beat Managers agreeing what the local team will do to support the agreed priorities and reporting progress back to a Community Forum.

Increase satisfaction for feedback by 2% compared to 2010/11

- To be achieved by managing the expectations of victims from the outset.

Maintain the current overall experience satisfaction for victims of crime

- To be achieved by implementing our Safer Neighbourhood Team community engagement strategy and building upon our Right Service, First Time approach to seek opportunities to continue to improve the way we police locally.

The resources to protect our communities

The current challenge

In common with all public services, the force's budget is reducing dramatically. Initially the target was to reduce the force budget by £13.4 million over the three-year financial period from April 2010 – March 2013, including by £5.7 million in 2010/11.

Following impact analysis of the Government Comprehensive Spending Review announced in October 2010, the overall savings requirement increased in December 2010 to a new total of £22.9 million. Although the period to achieve the new target was extended to March 2015, it is recognised that a significant amount needs to be saved in the current financial year (2011/12).

The new total savings target represents around 25% of the existing total force budget and presents a significant challenge to maintaining protection and delivering affordable, acceptable and sustainable services in the most efficient and effective manner.

Our resources

The Medium Term Financial Plan (MTFP) provides the strategic context for annual revenue and capital budgets, decisions on Council Tax and savings and investment plans. The MTFP has been developed in conjunction with this Policing Plan and the force's Strategic Assessment.

The Police Authority set a revenue budget for 2011/12 of £93.6m, which includes an on-going savings target of £2.6m and one-off in-year savings of £1.0m. The Police Authority has also set a 2011/12 capital budget of £11.9m. The revenue and capital budgets provide the resources to deliver the maximum protection possible to communities.

By 31 March 2015 our overall budget will have reduced by £22.9m, which represents a significant challenge to the force. However, the force has plans that will deliver £13.4m without a significant impact on protection. Currently the force is engaged in identifying the additional £9.5m of savings required over the period 2011/12 to 2014/15, most of which will be required in the earlier years. The Police Authority has agreed to the use of reserves to support the revenue budget and achieve the aims set out in the MTFP. The following charts detail where the resources for 2011/12 will come from and how they will be spent.

Revenue Budget: Where our resources will come from 2011/12

Funding	Description	£m	%
Police Grant	Home Office grant paid to all police authorities to help meet everyday costs of policing	35.2	37.6
National Non-Domestic Rates	Money collected by local authorities from business, in the form of rates, and redistributed by government to various agencies, including police authorities	15.4	16.4
Revenue support Grant	Department of Communities and Local Government grant to paid to local authorities, including police authorities to help support everyday costs of policing	4.7	5.1
Precept	The proportion of the Council Tax paid to the police authority, including the 2010/11 surplus on collection	35.3	37.7
Reserves	Money set aside by the police authority for specific issues, reserves can only be used once and therefore cannot support on-going expenditure	3.0	3.2
Total		93.6	100.0

How our resources will be spent 2011/12

Expenditure	Description (Day to Day Expenditure)	£m	%
Employee	Police officers and police staff, including overtime and expenses	82.3	77.1
Premises	Running costs of buildings	4.7	4.4
Transport	Running costs of vehicles	3.3	3.1
Supplies & Services	Other costs required to deliver policing services, which includes technical and specialist equipment as well as the more common items required to run any business	16.4	15.4
Total Gross Expenditure		106.7	100
Income	Money coming into the Force from specific government grants, other forces for the use of Warwickshire police officers and fees and charges for various policing services	(9.5)	
Savings	On-going savings of £2.6m and one-off savings of £1.0m required to balance the budget and contribute towards the total savings required by 31/3/15	(3.6)	
Total Net Budget		93.6	

A blueprint for the future

Background

In 2007, a major internal review began with the aim of providing affordable, acceptable and sustainable policing services. This change programme was known as “150forward” in recognition of the 150th anniversary of the formation of Warwickshire Police.

150forward resulted in Warwickshire Police being the first police service to radically restructure and remove layers of management (Basic Command Units).

Since April 2007, we have delivered sustained improvements against those crimes that cause the most harm to people living, working or travelling through the county. The requirement to operate with a further reduced budget led to a new internal review programme named “150plus” beginning in January 2010.

Approach

As mentioned in the Resources section of this plan, the force currently faces a major challenge. Working to a mandate to “deliver the best protection possible within the resources that are available”, a “Blueprint for change” document was compiled by the 150plus programme team, setting out a new service delivery model. The Police Authority agreed the new model in November 2010.

Design of the new policing model started from a service demand led perspective which involved undertaking threat / risk assessments in respect of the 450 separate services that make up the force’s policing delivery. A process modelling approach was then used in order to optimise the service design and to determine the resources required.

The new approach

The key elements of the blueprint recommendations are summarised below:

- A reduction in force directorates from four to two
- A reduction in senior leaders from nine to seven (removal of one Assistant Chief Constable and one Chief Superintendent)
- Management of response to emergency and priority incidents through a new force-wide response team, ensuring officers can be deployed wherever they are required to patrol or respond to calls for assistance
- Retention and enhancement of relationships with local authorities and Community Safety Partnerships

- Creation of a force-wide specialist investigations team will conduct investigations into all offences, including death and injury on the roads
- The retention of local policing Safer Neighbourhood Teams, but released from operational response and investigation to focus on crime prevention, partnership working and problem solving
- Retention of a visible policing will remain but behind the scenes there will be significant changes to the organisation of processes and services
- A rationalisation of “enabling” services into more efficient process groupings covering people services, physical assets (property, IT, vehicle fleet), corporate services and assurance
- Reductions in both revenue and capital programme budgets
- A change in shift pattern for officers and staff who work 24/7, to operate at less cost and have more members of the workforce on duty on any given day (three quarters rather than half under the previous 12 hour pattern). This will maintain protection for the public and also for the workforce, who will have more colleagues on duty with them. It will also help to offset the impact of the reduction of the 450 people thought to be necessary to achieve the savings target
- A revised estates strategy to optimise the fit of the existing estate to the new service delivery model and to minimise cost. This includes plans to migrate central functions from Leek Wootton to other sites and dispose of these premises (excluding the Communication Centre). Lower cost Safer Neighbourhood deployment points will replace seven police stations
- The Police Authority will operate at reduced cost.

Progress

The 150plus programme has delivered £5m savings in 2010/11. The new force structure required to support the implementation of the agreed blueprint changes will be largely in place by May 2011. Implementation activity will continue until the changes are embedded. Post implementation review activity will take place and continue to ensure satisfactory service delivery and performance.

Full implementation of the November 2010 Blueprint recommendations will largely achieve the original £13.4 million savings target. This leaves a £9.5 million gap to reach the increased savings target of £22.9 million. Ongoing 150plus programme activity is focused on identifying the further change required to bridge this gap. This has involved a voluntary redundancy process for police staff but compulsory redundancies cannot be ruled out for the future.

As part of this activity and in response to the impact of the Government Comprehensive Spending Review, Warwickshire Police and West Mercia Police are currently exploring the potential for delivering more effective and efficient policing services across both force areas. It is felt that a strategic alliance (discussed later in this plan) between the two similar forces could deliver real savings

and benefits more quickly than any other partnership or collaboration work ongoing at this time. Any alliance will be about joined up working and is absolutely not about merger.

Strategic Alliance

Warwickshire and West Mercia Police Authorities recently requested their respective Chief Constables to explore the potential for delivering more effective and efficient policing services across both force areas. Both forces and Police Authorities already have innovative change programmes designed to ensure that forces continue to deliver the maximum protection possible to local communities at a time of reducing budgets.

Following the meetings of both Authorities, Chief Constables Keith Bristow and Paul West were asked to consider the merits of a strategic alliance between the two forces which, forces and Authorities believe, could deliver real benefits more quickly than any other partnership or collaboration work ongoing at this time.

It is important to note that this is not a programme designed to deliver a merger. Each force will retain its individual identity and governance arrangements through its Police Authority and will continue to set and manage its own budget and policing priorities based on the needs of local communities. It is about building upon the existing structures of the two forces and an opportunity to deliver policing more efficiently and effectively and enhance the levels of protection to our communities.

The presumption is that where between us we are delivering a service twice, in future we will do it once. This is all subject to any change adding value to, or maintaining service delivery, and producing a net financial benefit. Investigations will take place January – May 2011 with submission of proposals to both police authorities targeted for June 2011. The work that is taking place is in addition to both forces existing change programmes, not a replacement for them.

Integrated Service Delivery (ISD)

In 2008, a review was conducted of our front office network and a recommendation was made that the findings should be considered as a wider programme of integrated service delivery (ISD).

Under the ISD programme we will ensure that we are providing the right services to members of the public in the right way and at the right time. We need to ensure that we are using all of our resources as efficiently and effectively as possible, and that we respond to changes in the way people may wish to access our services.

Our contact with the public needs to be integrated internally and opportunities developed outside of our organisation with partners to ensure a wide reaching and varied level of access. There is a national drive to deliver public services in partnership and opportunities that present themselves will be fully evaluated.

ISD is primarily about how the public communicates with us, and how our subsequent service provision is organised and delivered. It encompasses all access channels into the force, not just front offices but for example; telephony, text, internet, email, fax and face-to-face contact. ISD will ensure that we understand customer's needs and expectations and deliver the best possible customer service.

The vision is to make every contact count and enhance public confidence.

An example of ISD is Warwick Police Station. As part of the programme, Warwickshire Police joined forces with the other Warwickshire Direct services offered at Warwick's Shire Hall in December 2009. The decision to relocate the services formerly available from the front desk at Warwick police station into Shire Hall was made with the aim of ensuring that as many people as possible had access to police services when they needed them.

The arrangement was a first for Warwickshire and it has been seen as a success by Warwickshire Police, Warwickshire County Council and Warwick District Council – the partners involved in Warwickshire Direct in Warwick District.

Residents have been very active in using the relocated police services, with the Warwickshire Direct advisors handling up to 100 police enquiries each month. Feedback has been very positive, with the vast majority of people surveyed saying their experience was good and that they would visit 'Warwickshire Direct – Warwick' again to access police services.

The success of this partnership has proved that providing a range of services at one location provides a better overall service for the public. The move to Shire Hall has meant that police services are available for longer opening hours than when they were located at Warwick police station front desk.

The Estate Strategy

In December 2010, the Police Authority met and agreed a new strategy for the use of the force estate to compliment the new policing model. The strategy has been developed following a comprehensive review of our current estate to ensure that it is affordable, acceptable and sustainable.

The agreed strategy includes a migration away from our Leek Wootton site, the majority of which is no longer fit for purpose. In February 2011 the Force Executive Team, responsible for the direction and leadership of the force, moved from Leek Wootton to new offices in the Justice Centre in Leamington Spa.

Future service delivery will be concentrated around a smaller number of core premises. This will deliver the new policing operational and organisational model and enable the provision of a high-level of police visibility across Warwickshire and particularly within Priority Policing Areas.

The agreed strategy builds upon the need to ensure that all functions across the force are delivered close to our communities in order that visibility can be maximised and the functions can play their full part in operational service delivery.

The priority is to enable the new policing model to be effective from May 9th 2011 and therefore to establish as much of the new Operations Directorate within the intended new locations.

Resources Directorate functions and some other supporting functions within the Operations Directorate will follow with moves to new locations but some of the locations require development or refurbishment work, which may take up to two years to complete.

Community safety

As well as the current work being undertaken regarding the Strategic Alliance with West Mercia, Warwickshire Police continues to work with other local partners in order to protect our communities from harm with Warwickshire County Council being key to this.

Partnership working

A Safer and Stronger Communities Board exists within the county that includes membership from a range of public services. Each represented agency is committed to protecting communities by fighting crime, providing treatment and support services and issuing relevant safety information to residents.

Below the Safer and Stronger Communities Board sits the 'Safer Warwickshire Strategic Group' and this is currently chaired by Warwickshire Police's Deputy Chief Constable. The strategic group met in November 2010 and highlighted a number of priorities for 2011/12 as well as the principles that should underpin partnership work within the county. These were proposed to the board in February 2011.

The four priorities were:

- Alcohol
- Anti social behaviour
- Offender management
- Violence (to include a focus on domestic abuse).

The agreed set of principles the group decided upon were:

- Collaboration is a given wherever it makes sense and adds value to what we do
- The group will aim for a common understanding of our key themes and will agree shared goals and objectives
- If something is being done, it should be done once and avoid duplication and overlap
- Work should be evidence based, making good use of robust analysis
- A small number of key priorities should be focussed upon
- Prevention and early intervention should be a key focus of the group's work
- The group should aim should aim for proportionality in any responses, targeting resources to most vulnerable areas and individuals

- Strong, shared mechanisms for engagement with the community are vital and the group must take account of the community's priorities and enable communities to take responsibility for providing solutions to their identified needs
- Sustainability should be considered in all work
- Tolerance in our communities should be encouraged.

The Safer Warwickshire Strategic Group aim to achieve the following outcomes:

- Reduced levels of harm and therefore less cost to public services
- Increased public confidence and reassurance
- Reduced levels of anti-social behaviour
- Successful management of key harm causers
- Reduction in causal factors
- Enhanced community resilience
- Better supported victims.

A further agreed aim is to work as 'One Warwickshire' to achieve better value for money. This would include:

- Clear collaborative approach, e.g. 'One Stop Shop' approaches
- Better communication between partners and improved links between services
- Ensuring we have effective local and county level groups to develop action plans and ensuring clarity on what is planned/delivered county wide/locally
- Pooled resources and locally joined up teams e.g. WCC/Police/Fire with possible co-location under one roof
- Possible joint infrastructure e.g. administration.

Examples of our partnership work

Warwickshire Police has joined with partner agencies; Warwickshire County Council, Coventry City Council, Warwickshire CPS, Warwickshire NHS, Coventry NHS and Coventry Police, to form a Coventry & Warwickshire Sexual Assault Strategic Board, chaired by an Assistant Chief Constable. This Board has made a firm policy and financial commitment to develop a Sexual Assault Referral Centre (SARC) for the area.

The aim is to encourage victims of serious sexual offences such as rape to come forward and seek help whether from the police, NHS or local support agencies such as Rape or Sexual Abuse Support Project (RoSA), Safeline, Coventry Rape & Sexual Abuse Centre (CRASAC) or the Terence Higgins Trust.

A SARC builds and improves on current arrangements by providing a centre where victims of sexual violence can either self-refer or be taken by police and where they can receive excellent, forensically sound medical examination as well as benefit from a holistic approach to their needs regarding general health, psychology, counselling and support, pregnancy, GUM, STI etc. The Centre would be staffed by a manager and crisis workers to guide the victim through the process. Victims would also benefit from the provision of Independent Sexual Violence Advisors (ISVAs) from local voluntary rape support organisations. One of the obvious benefits to police investigations is the enhanced capacity to secure anonymous intelligence and evidence from those who self-refer.

The vision for a new SARC is that it will cater for males and females, adults and children, with at least two separate medical examination rooms and separate waiting areas.

Another example is the Warwickshire Safeguarding Children Board (WSCB). The WSCB has been established to make the county an even safer place for children.

The Board has a number of duties:

- To ensure that sound arrangements are in place to protect children in Warwickshire
- To safeguard children by contributing to the prevention of harm and the promotion of the welfare of children in Warwickshire
- To achieve these objectives by promoting inter-agency cooperation and collaboration.

As well as Warwickshire Police and County Council, agencies involved in the WSCB include Coventry & Warwickshire Connexions, Warwickshire Health Trusts and the National Offender Management Service. As part of the current business plan the five strategic

priorities for the WSCB are:

- Promoting the Safer Employment Agenda (Recruitment of Staff and Managing Allegations Against Members of the Children's Workforce)
- Implementing and Sustaining Arrangements for the Review of all Child Deaths in Warwickshire
- Preventing Unintentional Injury in Childhood;
- Reducing the Incidence of Missing Children
- Defining Thresholds for Professional Intervention.

Community Safety Partnerships

The 1998 Crime and Disorder Act established partnerships between statutory bodies, the voluntary sector, local residents and businesses. Known as Community Safety Partnerships (CSPs), these groups are working to reduce crime and disorder across Warwickshire by:

- Establishing the levels of crime and disorder problems in their areas
- Consulting widely with local residents to make sure that the partnerships' perceptions match that of local people, and
- Devising strategies containing measures to tackle priority problems.

Currently, there are four CSPs in Warwickshire, based at District and Borough level. Each partnership has a designated Warwickshire County Council representative within their membership, looking at local issues and supporting elected members. Like Warwickshire Police, each CSP has a number of priorities, high risk issues and/or cross cutting themes that are agreed each year following a Strategic Assessment. They are all highlighted in more detail below:

South Warwickshire – Stratford & Warwick District

- Violent crime - with a focus on domestic abuse and town centre violence
- Anti-social behaviour - with a focus on youth related ASB and the perception of ASB
- Serious acquisitive crime - with a focus on domestic burglaries and theft from vehicles.

Cross-cutting issues:

- Alcohol - targeting violent crime and youth related ASB
- Offender management - targeting serious acquisitive offenders.

Nuneaton & Bedworth

- Violent crime - focusing on domestic abuse, alcohol related violence and young people as both offenders and victims of crime.
- Anti-social behaviour - focusing on youth and alcohol related ASB and small deliberate nuisance fires. Also a continued focus on perceptions of ASB.
- Domestic burglary - focus to be given to high risk areas and on measures to counter repeat burglaries.

Cross cutting issues:

- Drugs & alcohol - targeting violent crime and youth related ASB
- Community cohesion - focus to be given to targeting educational and preventative work at vulnerable groups
- Offender management
- Public perceptions of crime and ASB.

North Warwickshire

- Violent crime - with a focus on domestic abuse, alcohol related violence and young people as both offenders and victims of crime
- Anti-social behaviour - with a focus on youth and alcohol related ASB, small deliberate nuisance fires and the public perception of ASB
- Serious acquisitive crime - with a focus on domestic burglary and theft from vehicles.

Key themes:

- Alcohol - links to violence and ASB
- Cross-border Prolific and Priority Offenders for serious acquisitive crime.

Rugby

- Violent crime - with a focus on domestic abuse, alcohol related violence and most serious violence.
- Domestic burglary
- Anti-social behaviour (rowdy nuisance) - with a focus on youth and alcohol related ASB and the perception of ASB
- Road safety – targeting educations and preventative work at vulnerable groups.

Cross-cutting issues:

- Drugs & alcohol
- Offender management - targeting Prolific and Priority Offenders and street gangs.

Community Forums

Warwickshire Police and Warwickshire Police Authority are working with communities and partners to identify and address local and force-wide policing issues. Warwickshire County Council will continue with the quarterly Community Forums for each Safer Neighbourhood Team in the coming year.

The forums are open public meetings that will service the needs of that 'locality'. At Community Forums local people will be given the opportunity to discuss how services are delivered locally and how they can be improved with organisations that provide the services and with elected representatives. Partners involved will include district and borough councils, police, local health services and local community groups.

In the forums, local priorities are put forward by residents and voted upon in terms of deciding which ones should be prioritised for action.

Her Majesty's Inspectorate of Constabulary (HMIC) inspection

All UK police forces were subject to an inspection by HMIC with regard to anti-social behaviour (ASB) in 2010. Section 1(1) of the Crime and Disorder Act 1998 defines acting in an anti-social manner as:

'a manner that caused or was likely to cause harassment, alarm or distress to one or more persons not of the same household as the complainant'.

The inspection included asking victims about their experience of reporting ASB to the police, and inspecting the quality of the processes that forces use in tackling and responding to the problem.

HMIC reported that ASB is clearly a force priority within Warwickshire Police. It was stated that all staff are aware of and work towards the force vision of reducing harm where ASB is included as a key element. At a local level the problem of alleviating ASB in communities is high on the local policing agenda. The level of resources devoted to ASB and the data and information analysed demonstrates a clear commitment to tackling ASB.

Outlined below are the three things HMIC believes that forces should do to give victims of ASB good service. Below each point is an evaluation of Warwickshire Police.

1. Brief all relevant officers and staff regularly and thoroughly about local ASB issues

All Safer Neighbourhood Teams (SNTs) within the county are briefed on ASB. When supervisors are not on duty, staff brief themselves by directly accessing information from force IT systems.

2. Regularly gather and analyse data and information about ASB and use this information to allocate resources

Performance is managed by the analysis of data and information about ASB to identify problem areas. Tactics that work in tackling ASB are regularly assessed. At daily management meetings, information about repeat victims is shared and the force has developed a process to identify ASB hotspots and victims who have made four or more calls for police assistance in a two-month period.

3. Provide neighbourhood policing teams with the right tools and resources to tackle ASB

There are some good examples of applying a range of tactics in tackling ASB in partnership with other organisations such as local authorities. Warwickshire experiences a relatively moderate level of ASB and a lower level of crime per head of population.

The HMIC evaluation identified a number of areas where Warwickshire Police could improve their service. In order to address these, an ASB Action Plan was created that included a number of recommendations. Some of these issues and the subsequent recommendations are highlighted below.

HMIC felt that the force needed a more consistent procedure for implementing plans to solve problems, and a strong system that monitors the progress of actions, so it can evaluate and share what works. The ASB Action Plan identified that a tool kit of guidance on ASB should be available to all staff and since August 2010 this has been accessible via the force intranet.

HMIC also believed that SNTs have not received recent training on tackling long-term ASB problems and rely instead on the local expertise and experience of staff. The action plan stated that the force needs to clarify the way in which problems are recorded and actions tracked by SNTs. It also arranged for refresher training for all SNT officers to ensure that they were familiar with the revised way of documenting problems as well as the actions taken to address the problem and deliver the outcomes. This training was completed in July 2010.

Results of the victim satisfaction survey

HMIC surveyed 101 people who reported ASB in Warwickshire during September 2009. They were asked a range of questions about their perceptions of ASB generally and their experience in reporting ASB to the police.

The results showed that the force is performing broadly in line with the national average for the areas considered in the survey such as 'being satisfied that police listened to what you had to say' or 'feeling that the call made a difference to the problem'. In addition to these results, two thirds of those surveyed stated that they were repeat victims and had reported three or more ASB incidents in one year; this is above the national average.

The survey revealed four areas where the results were significantly below the national average:

- Just over half were satisfied with the way the police handled their call
- fewer than two thirds said that the police had taken them seriously
- just over a third were satisfied with information provided following the call
- under half agreed that local services are dealing with the ASB issues that matter locally.

HMIC stated that the force should look to improve in these areas. As a result, there were a number of recommendations contained within the ASB Action Plan. These included:

- Seek to market to the public the importance the force places on ASB via the force website and other media
- Support the ethos of an active Neighbourhood Watch, Resident association and Business Action Groups across the county
- Internal and external marketing of ASB good news stories should be improved. Consideration should be given to recognising good ASB work through commendations.

Police Authority inspection report – Audit Commission

Warwickshire Police Authority was judged to be performing adequately following a 2010 Audit Commission inspection and it is contributing to improving policing in the county. In 2006 Warwickshire Police were judged to be performing poorly. Since then the standard of policing has improved. The county is now a relatively safe place to live and the police report card published by Her Majesty's Inspectorate of Constabulary (HMIC) in March 2010 judged the Force to be 'fair' in each of the three assessed themes: local crime and policing; protection from serious harm; and confidence and satisfaction.

The inspection highlighted a number of positive findings. These included:

- Relationships between the Authority and the Force are constructive and based on mutual respect. The Authority has given the Chief Constable a clear direction on the medium term future of the Force
- The Authority's approach for carrying out its work - 'embedded governance' - is rare but appropriate for the local context. Members of the Authority regularly engage with managers, discuss progress and performance issues in a constructive manner and gain a good understanding of the day to day running of the Force
- Community engagement is adequate and improving. Local consultation by individual members is supplemented by structured forums and processes including surveys conducted jointly with Warwickshire County Council and multi-agency community forums which attract wide audiences who attend regularly
- Recent financial management and planning is effective and well organised. Challenge from the Authority has successfully corrected potential overspending.

However, a number of areas for improvement were identified. An action plan of improvement was prepared in response to the inspection and all elements of this plan have been discharged.

Our people

Staff Figures as of 31st March 2011

Employee Type Code	Female	Male	Total
Staff	450	329	779
Police Officers	253	671	924
Police Community Support Officers	77	59	136
Volunteers	69	172	241
Total	849	1231	2080

Equality & Human Rights

Warwickshire Police exists to protect all communities from harm. We will prioritise our efforts against those harms that are most serious and most likely to occur and deliver as much protection as possible within the resources available to us. Delivering policing services with equality and fairness will increase trust and confidence within all communities and ensure we police with the consent and support of the public. Such support will only be achieved if we understand and respond to the needs of communities in a professional and appropriate manner. We strive to have a workforce, which reflects the communities it serves and with the necessary range of powers, skills and experiences to ensure that we deliver effective and efficient policing.

In our role as an employer and as providers of a public service we are committed to our equal opportunities policy which states:

'No person will be treated less favourably on grounds of race, colour, nationality, ethnic or national origin, disability, gender, marital or parental status, age, religion or belief, sexual orientation, proposed or actual gender re-assignment, economic group, employment status, politics, staff association or trade union membership, or any other condition which cannot be shown to be wholly justified in relation to employment with Warwickshire Police or in delivering services to the community.'

Hate crime, harassment and anti-social behaviour will not be tolerated by the force or our partners. We will work harder to ensure that communities have the necessary trust and confidence to support policing, report crime and work in partnership with us to improve the county for all those who live, work or travel within it.

Availability of this plan

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ਵਿੱਚ ਲੈਣ ਲਈ ਇਸ ਨੰਬਰ 'ਤੇ ਫੋਨ ਕਰੋ:

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