

Her Majesty's Inspectorate of Constabulary



## HMIC Inspection Report

### Warwickshire Police

October 2007



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## **Contents**

### **Introduction to HMIC Inspections**

Programmed frameworks  
Risk-based frameworks  
The grading process  
Developing practice  
Future HMIC inspection activity

### **Force Overview and Context**

Geographical description of force area  
Demographic profile of force area  
Strategic priorities  
Force developments since 2006

## **Findings**

### **National summary of judgements**

#### **Force summary of judgements**

### **Neighbourhood Policing**

#### **Performance Management**

#### **Protecting Vulnerable People – Overview**

#### **Protecting Vulnerable People – Child Abuse**

#### **Protecting Vulnerable People – Domestic Violence**

#### **Protecting Vulnerable People – Public Protection**

#### **Protecting Vulnerable People – Missing Persons**

## **Appendix: Glossary of Terms and Abbreviations**

## 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 both of the Home Office and of 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://inspectorates.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 has 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 then 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 fewer but more probing inspections. 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 will be gathered, verified and then assessed against an agreed set of national standards, in the form of specific grading criteria (SGC). 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.

### Programmed frameworks

This report contains assessments of the first three key areas of policing to be inspected under HMIC's new programme of work:

1. Neighbourhood Policing;
2. performance management; and
3. protecting vulnerable people.

Neighbourhood Policing has been inspected not only because it is a key government priority but also, and more importantly, because it addresses a fundamental need for a style of policing that is rooted in and responds to local concerns. The police service must, of course, offer protection from high-level threats such as terrorism and organised criminality, but it

October 2007

also has a key role in tackling the unacceptable behaviour of the minority of people who threaten the quality of life of law-abiding citizens.

Performance management is an activity largely hidden from public view, although members of the public are directly affected by poor performance on the part of their local force. This inspection has focused on the need for forces to maximise the opportunities for performance improvement. It also posed questions as to whether forces have an accurate picture of how they are doing and the capability to respond to changing priorities. This area was selected for inspection because it is a key factor in delivering good performance across the board.

Protecting vulnerable people covers four related areas – child abuse, domestic violence, public protection and missing persons – that address the critically important role of the police in protecting the public from potentially serious harm. In the 2006 baseline assessment this was the worst performing area and raised the most serious concerns for HMIC and others. As a result, this area was prioritised for scrutiny in 2007.

### **Risk-based frameworks**

In addition to its programmed inspection work, HMIC continues to monitor performance across a range of policing activity, notably those areas listed in the table below.

<b>HMIC risk-based frameworks</b>
Fairness and equality in service delivery
Volume crime reduction
Volume crime investigation
Improving forensic performance
Criminal justice processes
Reducing anti-social behaviour
Contact management
Training, development and organisational learning

While these activities will not be subject to routine inspection, evidence of a significant decline in performance would prompt consideration of inspection. For 150 years, HMIC has maintained an ongoing relationship with every force. This allows it to identify and support forces when specific issues of concern arise. On a more formal basis, HMIC participates in the Home Office Police Performance Steering Group and Joint Performance Review Group, which have a role in monitoring and supporting police performance in crime reduction, crime investigation and public confidence.

HMIC conducts inspections of basic command units (BCUs), also on a risk-assessed basis, using the Going Local 3 methodology. Combining these various strands of inspection evidence allows HMIC to form a comprehensive picture of both individual force performance and the wider national picture.

## The grading process

Grades awarded by HMIC are a reflection of the performance delivered by the force over the assessment period April 2006 to July 2007. One of four grades can be awarded, according to performance assessed against the SGC (for the full list of SGC, see <http://inspectors.homeoffice.gov.uk/hmic/methodologies/baseline-introduction/ba-methodology-06/?version=1>).

### *Excellent*

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

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

### *Good*

Good is defined in the Collins English Dictionary as ‘of a high quality or level’ and denotes performance above the minimum standard. To reach this level, forces have to meet in full the criteria set out in Fair and most of the criteria set out in Good.

### *Fair*

Fair is the delivery of an acceptable level of service, which meets national threshold standards where these exist. To achieve a Fair grading, forces must meet all of the significant criteria set out in the Fair SGC. HMIC would expect that, across most activities, the largest number of grades will be awarded at this level.

### *Poor*

A Poor grade represents an unacceptably low level of service. To attract this very critical grade, a force will have fallen well short of a significant number of criteria set out in the SGC for Fair. In some cases, failure to achieve a single critical criterion may alone warrant a Poor grade. Such dominant criteria will always be flagged in the SGC but may also reflect a degree of professional judgement on the level of risk being carried by the force.

## 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 as a strength in the body of the report. In addition, each force is given the opportunity to submit examples of its good practice. HMIC has selected three or more of these examples to publish in this 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.

October 2007

### Future HMIC inspection activity

Although HMIC will continue to maintain a watching brief on all performance areas, its future inspection activity (see provisional timescales below) will be determined by a risk assessment process. Protective services will be at the core of inspection programmes, tailored to capacity, capability and the likelihood of exposure to threats from organised criminality, terrorism and so on. Until its full implementation in April 2008, Neighbourhood Policing will also demand attention. Conversely, those areas (such as volume crime) where performance is captured by statutory performance indicators (SPIs), iQuanta and other objective evidence will receive scrutiny only where performance is deteriorating, as described above.

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

<b>Planned Inspection areas</b>
Serious and organised crime
Major crime
Neighbourhood Policing
Strategic resource management
Customer service and accessibility
Critical incident management
Professional standards
Public order
Civil contingencies
Information management
Strategic roads policing
Leadership

## Force Overview and Context

### Geographical description of force area

Warwickshire Police covers the county of Warwickshire, situated in the West Midlands and covering an area of 764 square miles. The policing area is almost bisected by the city of Coventry and the borough of Solihull, part of the metropolitan county of the West Midlands. The north of the county is more urban, with a history of traditional industries such as coal mining, textiles, cement production and heavy engineering, much of which has now declined. The south of the county is more predominately agricultural, with historic county towns and major tourist attractions such as Warwick Castle and the Royal Shakespeare Theatre at Stratford-upon-Avon. The county is served by a good transport infrastructure consisting of rail links and motorways. This, combined with the pleasant countryside, makes Warwickshire a desirable place for commuters to live. The central location of Warwickshire, combined with its good transport links, has also brought about a growth in the logistics and service sector industries. The county also hosts a number of annual major events such as the Royal Agricultural Show, the Bulldog Bash and the Global Gathering festival of music.

### Demographic profile of force area

The estimated population for Warwickshire in mid-2005 was 533,900, evenly split between the north and south of the county. Between 2004 and 2005 the population increased by 1.6%, above the national average for the same period of 0.7 %, with the south of the county's population growing at a faster rate than the north. Population density in the northern part of the county – at 998 people per square mile – is considerably higher than the south (530). Despite its recent decline, 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, although there are areas of social and economic deprivation, especially in the old industrial areas in the north. Warwickshire's population is ethnically diverse, with sizeable minority ethnic communities in Nuneaton, Bedworth, Rugby and Leamington Spa.

### Structural description of force including staff changes at chief officer level

As of April 2007, Warwickshire Police had an establishment of 1,070 police officers and 711 police staff (full-time equivalent).

The chief officer team is located at headquarters (HQ) and comprises:

- Chief Constable Keith Bristow;
- Deputy Chief Constable Andy Parker, responsible for the daily management of policing, organisational development and professional standards;
- Director of Local Policing Bill Holland (Assistant Chief Constable), responsible for district and borough policing, community safety, diversity, judicial services, the Special Constabulary and customer contact;
- Director of Protective Services Lewis Benjamin (Assistant Chief Constable), responsible for major crime investigation, specialist investigations, operations support and intelligence;
- Director of Resources Simon Pameley, responsible for corporate communications, business improvement, contracts and purchasing, finance, property services, human resources, learning and development, IT and transport.



October 2007

The 150 Forward project is conducting a complete review of the force structure based on the concept that policing within Warwickshire will operate at three levels: neighbourhood level, borough and district council level and force-wide level. The new force structures will support this vision with the creation of three directorates: local policing, protective services and resources. A key recommendation is that Warwickshire Police should operate without BCUs. This structure is in the process of being implemented and a chief superintendent now commands a single local policing area comprised of the old northern and southern BCUs. The force policing area is sub-divided into five districts, the boundaries of which correspond to the five boroughs and district councils. These districts are supported by corporate departments under the Director of Resources.

### **Strategic priorities**

Warwickshire Police has defined five strategic aims in its 2007/08 policing plan:

- to reduce overall crime in line with the national public service agreement (PSA) target by focusing on more serious violent crime, drug-related crime and alcohol-related crime and disorder;
- to enable people to feel safer in their communities by embedding a dedicated, visible, responsive and accountable Neighbourhood Policing team in every area by April 2008; working in close collaboration with local government and other community safety partners; and reducing the public perception of anti-social behaviour;
- to continue to bring offences to justice, in partnership with other criminal justice agencies and in line with the Government PSA target, through improved performance on sanction detections, especially in relation to more serious crime;
- to strengthen public protection by increasing capacity and capability for dealing with widespread threats, and in particular by tackling serious and organised crime; and
- to protect the county from both terrorism and extremism.

### **Development since 2006**

#### ***The impact of workforce modernisation and strategic force development***

The design of a new force structure and vision to promote the delivery of the policing plan for 2008/09 is currently being reviewed under the 150 Forward project, with a service-focused approach to protecting communities involving the whole of the policing family. This is based on a risk-assessed review of the services needed by communities to protect them from death, injury, loss and distress. Directorate-led services will remove duplication and increase efficiency while enhancing communities' experience of policing services.

This strategic and operational reorganisation to protect communities from harm will provide levels of service as agreed with the police authority in an affordable and sustainable manner.

The force reorganisation will not ignore national policing priorities. The force exists to protect, with its partners, the communities of Warwickshire. However, it also recognises a responsibility to assist policing regionally and nationally, and aims to play a full part in these processes.

A redesigned workforce will deliver the services needed by ensuring that staff working in appropriate roles provide a consistent quality of service. Workforce development will deliver a more stable and diverse workforce that has been appropriately invested in, and provide a

return on investment by broadening the opportunities for police staff and the potential for direct entry into the organisation.

The enhancement of the protective services directorate has brought numerous police staff investigators (PSIs) into roles traditionally occupied by police officers. The blueprint for the new force recommends further workforce development with a centrally managed, but locally deployed, criminal investigation department (CID). The CID has a PSI recruitment target of 25%; the prisoner processing team (PPT) has a target of 50% officers and 50% PSIs. Recommendations for further workforce development apply to uniformed operations and roles within road safety, collision investigation, helicopter observation and contingency events planning. It is recommended that police staff should perform these roles, thereby releasing police officers for duties where warranted powers are required.

### **Major achievements**

Warwickshire Police was praised for its 'professionalism and effectiveness' by the then Home Secretary John Reid for the manner in which policing and security were delivered for the G6 ministerial meeting in Stratford-upon-Avon in October 2006.

The force provided support to the Warwickshire-based family of Lindsey Ann Hawker, a teacher who was murdered in Japan towards the end of March 2007. Warwickshire family liaison officers (FLOs) have been closely involved with the family, liaising with the Foreign and Commonwealth Office and the Japanese Embassy and providing direct assistance during a visit to Japan in June 2007.

The force has, in the past year, engaged in numerous operations designed to apprehend offenders and bring them to justice, reduce the supply of classified drugs and address community issues in order to defuse tensions and prevent potential harm before it occurs. All of these operations have involved analysis and actions based on intelligence reports and have frequently been carried out with the aid of partner agencies in the county.

The force's Safer Neighbourhood programme has continued to develop over the past year. All the boroughs and districts in Warwickshire now have active teams working with local partners and communities.

During the year the force training unit moved from the Old Manor House at HQ to a new learning and development centre in Warwick. The new training facilities are state-of-the-art and a great improvement on the previous facilities. A new focus, on career-long personal learning and development, has also been established.

In April 2007 two Warwickshire police officers received national awards for their contribution to policing from the British Association of Women in Policing (BAWP); Chief Inspector Chris Wadsworth has been voted National Policewoman of the Year and Sergeant Mandy Crust received an award for leadership.

### **Major challenges**

Warwickshire Police has embarked on a programme of radical reform to deliver better protection to people who live, work or travel in the county. The force needs to reduce its expenditure by £3.5 million by 2008/09 but is confident that workforce development and a focus on delivery of policing services at Safer Neighbourhood, district and force level will enable it to provide affordable, acceptable and sustainable policing services in years to come. The force's commitment to police community support officers (PCSOs) will pose some significant challenges should the central government financial support end.

October 2007

Previous HMIC inspection reports have highlighted areas of business where the force needs to improve the levels of protection offered, particularly in the protection of vulnerable people. As with many forces, there are competing tensions in the deployment of resources to manage high-volume response policing, a visible presence and the need to deliver operations and specialist crime investigations. The process of maximising the levels of protection provided by the force capacity relies upon workforce development, increasing the number of officers and staff delivering policing services rather than supporting delivery.

It is recognised that Warwickshire Police needs to collaborate with other agencies and police forces in order to combat terrorism, major crime and serious and organised crime as well as to maximise efficiencies in the provision of support services. The force will continue to explore all potential partnership opportunities and pursue those that contribute either to greater protection from harm for local communities or the same protection at a reduced cost, and will only enter into collaborative arrangements that will provide demonstrable benefits to local communities.

### **Force developments since 2006**

Since the last inspection of the force by HMIC, the force has made significant progress in a number of areas.

Recognising the need to manage volume crime and incidents while reducing the fear of crime by reassuring local communities, the force has rolled out Safer Neighbourhood teams (SNTs) one year ahead of schedule. To support these, the force has now recruited a total of 139 PCSOs to complement 109 constables on SNTs. The community feedback is very positive, particularly in respect of the improvement in visible policing.

In September 2006, work was initiated on defining a new vision, mission, values and strategic framework for the force. The police authority adopted the vision statement 'Protecting our communities together' in December 2006. Protection means protection from harm, which is defined as death, injury, loss and distress. As a result, a programme of change was established entitled 150 Forward (the title reflects a pride in the force's 150-year history) with the aim of developing a service-focused approach to protecting communities in the future involving the whole of the policing family. The police authority has agreed to invest £1.8 million in the protective service directorate in 2007/08, to protect communities from harm and enhance performance during the implementation phase of the programme.

The police authority also funded a team to deliver a blueprint for operating within budget by 2008/09, providing a service that is acceptable, affordable and sustainable. The pace of change is fast and challenging, but achievable and fully supported by the workforce.

All areas in receipt of additional funding have been subject to programme scrutiny to ensure that the force has not over-invested, and that resource levels are aligned to threat and risk. This is being done by understanding what efficiencies can be realised to recover a £3.5 million deficit for next year, and then making investment choices to mitigate or eliminate risk. The police authority approved the blueprint recommendations in July 2007.

A decision in principle to remove the BCU structure has already been taken and undergone the first stage of implementation through the creation of three directorates: local policing, protective services and resources. The service delivery model is local policing, and this draws upon the services provided by the other two directorates.

The force is the first in the UK to move away from the BCU model of policing in order to maximise its use of resources and become affordable through the removal of duplicated services. It aims to provide acceptable levels of service by focusing upon those threats and

October 2007

risks faced by the communities of Warwickshire, and ensuring that service levels are sustainable by enabling all staff to identify how they personally contribute to protecting communities from harm.

Members of the police authority have been nominated to work with the Chief Constable to maximise and support the capability and capacity to deliver the levels of service needed by communities. A meeting structure provides the opportunity for governance by the authority and recognition of risk ownership and management.

The authority and the Chief Constable have worked together to establish a new performance framework that is based on the vision of 'Protecting our communities together'. The control strategy prioritises the protection of communities, and the performance framework has been redefined to ensure that the force measures the true impact of its work in reducing death, injury, loss and distress and the building of public confidence in policing. In this way the force aims to ensure that the performance of all members of the organisation is focused on the delivery of policing services.

### **Major crime and critical incidents**

In the 2006 HMIC baseline report Warwickshire was assessed as Poor for PVP, major crime and tackling serious and organised criminality. The force then reviewed its capability in these areas, and established an additional 38 posts. The management capability in the new protective services directorate has also been enhanced. Three detective superintendents report to the Chief Superintendent, Deputy Director of Protective Services, covering:

- the major investigations unit (MIU), Home Office Large Major Enquiries System (HOLMES) and senior investigating officers (SIOs);
- intelligence; and
- serious and organised crime and PVP.

Additionally, a superintendent is responsible for uniformed operations.

The MIU capability has been strengthened with additional detective constables, a detective inspector (DI) and PSIs. The PSIs are a new innovation in this area of business for the force. The HOLMES unit has also benefited from an increase in dedicated indexers, to help make the team as self-contained as possible. To achieve this aim, there is an ambition to increase the size of the team further.

Further inspection was undertaken by HMIC which determined that Warwickshire Police is now meeting an acceptable standard in this area.

### **Strengths**

- Significant investment has been made in the development of protective services, which has included enhanced support for major crime investigation. An additional detective superintendent and detective chief inspector (DCI) in the protective services directorate have responsibility for major crime investigation, furthering the strategic capacity to progress areas for development, while increased operational capacity has resulted in improved operational performance.
- The capacity and capability of the MIU has been increased through additional recruitment of investigators, a dedicated analyst, three additional HOLMES indexers and improved management resilience. Each MIU pod, consisting of seven staff, has a dedicated role, eg, telephone single point of contact (SPOC) implementation, exhibits, disclosures and house-to-house co-ordination. Revised policies and procedures have been developed which are compliant with the ACPO Murder Investigation Manual. Specialist resources now in place should meet anticipated

October 2007

demand while minimising the impact of critical incidents and major crime on borough/district staff.

- Performance measures have been developed for the MIU, and the rationale for each measurement criterion has been explained to staff.
- Additional training has been provided in major crime review, with three SIOs, two detective superintendents and one DCI available to conduct reviews.
- A protocol for major crime review has been approved and all critical incidents are now also subject to review. In addition, a 'closure panel' process has been introduced to scrutinise undetected major crime, chaired by the ACC (Director of Protective Services); the panel comprises senior detectives, members of the independent advisory group (IAG) and representatives from the police authority and staff associations, as appropriate.
- Independent reviews have been conducted into critical incidents and there is evidence that, where appropriate, these have been shared with the families of victims. Gold groups have been formed to oversee recommendations and common themes have been identified. Recommendations are progressed by named leads, with progress monitored by the ACC (Director of Protective Services).
- Awareness of the responsibilities of cadre inspectors for critical incidents is high. This has been reinforced by a series of briefings, an *aide-mémoire* and revised procedures.
- A critical incident operational guide has been produced for communications centre managers and supervisors, which has been incorporated into the control room manual (CRM).
- A violent crime reduction strategy has been developed which includes domestic abuse, street violence, honour crime, rape and sexual offences, mental health issues, child abuse, criminal networks and dangerous and sex offenders. The strategy is supported by a working group for each strand.
- A FLO co-ordinator has been appointed within the MIU structure, supported by the ACPO champion. Resilience for this role is provided by another trained officer within the road policing unit (RPU). The FLO co-ordinator supports and guides FLO development, deployment, welfare and exit strategies. A budget has been provided.
- Dedicated intelligence cells operate to support major investigations and are required to feed intelligence into the force intelligence system in real time. Officers have performance development review (PDR) objectives to ensure compliance with this requirement.
- Proactive consultation with the IAG is undertaken in critical incidents and major crime to support and advise the investigative strategy and impact on the community.
- All suspicious activity reports (SARs) are initially assessed upon receipt. This screening process identifies those which merit further investigation.
- Sufficient firearms capability is in place to respond to the operational demands of Coventry airport.

### **Work in progress**

- The Detective Superintendent (Major Investigations) has met with all IAG chairs, and protocols for out-of-hours assistance for critical incidents are being prepared.
- The implementation of a 24-hour co-ordination and tasking office (CaTO), working alongside control room staff, will provide real time intelligence at the point of report of a critical incident or major crime.
- A night duty detective constable (DC) was introduced in January 2007 to provide 'golden hour' tactical advice to duty inspectors and to take responsibility for rape investigations, supported by an on-call detective sergeant (DS) introduced in March 2007. Initial lack of clarity about their role, and concerns that some DCs did not have operational experience to add value, has led to a review of arrangements which was published in July 2007. This review made a series of recommendations, including a review of the terms of reference of the night duty DC, the introduction of a monitoring system and review of the support given by night duty DCs to allegations of sexual offences. The recommendations should be critically assessed and actioned.
- The refurbishment of office accommodation into a bespoke major investigation suite will be complete by late summer 2007. The facilities will also provide dedicated accommodation for the MIU.
- The process to ensure that contingency plans are effectively disseminated and reviewed in a timely manner has been developed to promote clear ownership and responsibility. A risk assessment forum has been developed to support this process.
- Two major exercises to test critical incident/contingency plans will be undertaken annually with partners, an example of which was the exercise conducted in October 2006 at Coventry airport.
- Under the 150 Forward programme a dedicated sexual offences team will be created, comprising a DS and six DCs, to deal specifically with victim focus and the investigation of serious sexual offences and rape.
- A harm analysis intelligence group (HAIG) will be formed during the autumn of 2007, bringing together all force analytical resources. Specific responsibilities for areas contained within the control strategy will be allocated, under the overall leadership and line management of the Principal Analyst. Analysts will be supported by financial intelligence officers and researchers.
- A force-wide intercept team is planned to support automatic number plate recognition (ANPR) operations.
- The inaugural meeting of the police and Crown Prosecution Service (CPS) rape co-ordinator is planned for the autumn of 2007.
- The requirement that a DI or above attends all reports of suspicious death has been re-circulated to operational and communications centre staff. Evidence that this instruction has changed working practices should be monitored.

October 2007

- A task force – comprising roads policing, armed response vehicle (ARV) and operations unit staff, deployable through tasking and co-ordination processes – is to be introduced in the summer of 2007. This team will provide both a reactive and proactive capability and include a broad range of skills including search, house-to-house, armed and police standards unit (PSU) capability. The creation of this team has reduced demand to train borough and district staff in these disciplines.
- A documented training requirement for posts in the protective services directorate has been developed; this will usefully inform any further audit to identify training gaps and priorities.

### **Areas for improvement**

- The capture and use of community intelligence presents a challenge to the force and its partners. Currently, intelligence which is not actionable is deleted from the intelligence management system (IMS) without feedback to the person submitting it.
- Call-out procedures for ‘rape chaperones’ when none are on duty have not been formalised, resulting in officers being contacted on an *ad hoc* basis. When the sexual offences unit (SOU) is formed these arrangements and the responsibilities of all staff associated with the investigation of rape and sexual offences should be clarified.

### **Tackling serious and organised criminality**

Following the 2006 HMIC baseline report in which the force were graded Poor in this area, there has been a review of its capability to tackle serious and organised criminality, resulting in an enhancement of the team with the aim of creating sufficient capacity and resilience to make a significant impact upon level 2 criminality. There remains an aspiration to increase capacity in the future. In addition, one DS, four DCs and two PSIs form the specialist investigations intelligence development unit within the force intelligence bureau (FIB), with a remit to support the work of the serious and organised crime team. All work is tasked and resources allocated via the force tasking and co-ordination process, which is chaired by the Director of Protective Services.

In addition to the above, the force surveillance unit, economic crime unit and hi-tech crime unit, all of which sit within the portfolio of the Detective Superintendent (Specialist Investigations), provide support to the work of the serious and organised crime team.

Further inspection was undertaken by HMIC which determined that Warwickshire Police is now meeting an acceptable standard in this area.

### **Strengths**

- The investment in the protective services directorate has included enhanced support for serious and organised criminality and the ability to proactively tackle level 2 crime. A new DCI has been appointed to the FIB, supported by a DI who has been appointed for level 2 and surveillance. The serious and organised crime team, led by a dedicated DI, comprises two DSs, twelve DCs and four PSIs, together with an enhanced analytical and intelligence capability and dedicated surveillance unit. Additional resources have also been provided to the hi-tech crime unit and Special Branch.

October 2007

- A risk assessment matrix has been developed to evaluate the threats posed by serious and organised crime at both the strategic and tactical level. These assessments focus on the probability of harm and the potential impact on the force; the highest priority risks are raised at the force tasking and co-ordination meeting.
- There is a robust management vetting process for all designated posts, which includes those on the level 2 and surveillance units.
- Surveillance logs are debriefed daily and relevant intelligence is submitted in a timely manner.
- Training has been provided to operational staff in the Proceeds of Crime Act 2004 (POCA). The MG17 form has been introduced which helps officers make an early assessment of an offenders assets at the time of arrest. The force legal department is engaged at an early stage in the civil aspects of POCA, to provide advice and guidance to officers.
- The financial investigation unit is self-financing and indeed generates revenue for the force. It is projected that this level of financing is sustainable in the medium to long term.
- All level 2 operations are assessed for harm and risk factors, with clear success criteria specified at the start of operations monitored through tasking and co-ordination meetings.
- The ACC (Director of Protective Services) chairs the regional level 2 tasking and co-ordination group.
- The force is looking to recruit special constables with specialist skills to assist various areas of force activity; for example, accountants to assist with financial investigation, and IT specialists to combat high-tech crime.

### **Work in progress**

- Performance indicators are currently being developed for all aspects of protective services, through consultation with the Performance Manager and Deputy Director of Protective Services.
- Police staff financial investigators have been given designated powers by the Chief Constable, in line with the Police Reform Act 2002 and the Serious and Organised Crime and Police Act 2005. However, following legal advice, uniforms are being provided to staff prior to the powers being evoked.
- The co-ordination and tasking team will be responsible for the operations register – here, all operations will be graded for levels of harm and risk, and progress against success criteria will be monitored. It will control the taskable assets register and manage delivery from tasking, handle spontaneous resource requirements and deploy resources through ‘hot taskings’ to respond to emerging harms.



October 2007

- Backlogs within the hi-tech crime unit have been managed to allow the examination of mobile phones to recommence from July 2007. A training and equipment budget has been provided to the unit.

**Areas for improvement**

- The responsibilities of staff to gather, submit, record and retain community and criminal intelligence are not yet clearly understood throughout the force. There is a need to ensure that intelligence from all sources – in particular that which is neither nominal- nor location-based – is entered into the force intelligence system and receives appropriate evaluation.
- The surveillance team comprises both detective and police constables, who perform identical functions. There is an agreed proposal in the 150 Forward programme to move to a 50/50 split in the unit in due course.
- At present the force uses three risk matrices; one for the strategic assessment (SA) and control strategy; one for all harms and one for organised crime groups (OCGs) involved in Class A drugs. The OCG risk assessment should be extended to cover the 25 OCG networks which have been mapped in Warwickshire.

## Improving forensic performance

Following the baseline report of 2006, in which the force was assessed as Poor, forensic services in Warwickshire have been subject to a major review. The overall conclusion was that Warwickshire should continue to provide the bulk of its own forensic services but should seek to expand collaboration on an incremental basis. It is intended to move the scientific support unit (SSU) to one site, which will facilitate improvements in working practices. Changes to the management structure will also allow closer supervision of crime scene examiners (CSEs), while freeing the Scientific Support Manager to deal with strategic issues. A Head of Crime Scene Examination will be appointed. Removing one scene of crime officer (SOCO) and one senior SOCO will fund this post and that of the administrative assistant. Facilities at the single site will include a drying cabinet; temporary arrangements have been made with a neighbouring force until this can be achieved. Additionally, all forensic spending, including that related to major incidents, has been brought under the control of the SSU. Senior SOCOS, supported by an administrative assistant, will undertake active tasking of CSEs. Warwickshire actively supports regional collaboration; this is already taking shape in terms of external forensic procurement and 'tenprint' (fingerprint) services.

When compared with its most similar forces (MSFs), the force examines a comparable number of crime scenes for DNA evidence, but has a lower evidential recovery and identification rate.<sup>1</sup> The 48% primary detection rate from DNA compares reasonably to the MSF average of 49%. Total detections from DNA evidence are well above the MSF average at 128%. The force examines a comparable number of crime scenes for fingerprint evidence compared with its MSF and has a substantially higher recovery rate. However, identifications are lower than the MSF average (17% compared with 20%) and the primary detection rate from fingerprint identifications is 32%, compared with the MSF average of 47%. Total detections from fingerprint evidence are in line with the MSF for all crime but remain significantly below the MSF for burglary (dwelling) and theft of motor vehicles.

Further inspection was undertaken by HMIC which determined that Warwickshire Police is now meeting an acceptable standard in this area.

### Strengths

- The force forensic management strategy has a clearly defined action plan to improve performance, which progresses areas for improvement from the baseline assessment published in October 2006.
- A forensic review was conducted to determine the optimal organisational structure and processes that would deliver timely, accurate and effective management of forensic processes, to maximise evidence, identifications and intelligence in a cost-effective manner. The review, published in July 2007, had 24 detailed recommendations which identify improvements in performance and savings of over £200,000. Principal recommendations include the establishment of a single base for forensics. This will greatly improve the efficiency of the SSU by increasing the number of scenes attended, remove the need to convey recovered items around the county and reduce the time taken to process trace evidence.
- Commendably, the force supports those engaged in forensic examination work in registering with the Council for the Registration of Forensic Practitioners.

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<sup>1</sup> iQuanta DNA and Fingerprint Monitor, 12 months ending March 2007.

October 2007

- Line managers set SOCOs individual performance targets linked to PDRs, covering scene attendance, fingerprint, DNA and footmark recovery. The targets are reviewed with individuals on a monthly basis to assess whether performance is at, below or exceeding target. Where individuals fall below target an action plan is put into place.
- SOCOs receive appropriate direction and briefing from SIOs in relation to scene examination in major crime investigations.
- Quarterly forensic forums, providing opportunities to improve performance, take place between the Scientific Support Manager and Deputy Director of Local Policing. A new forum to cater for protective services has been recommended in the forensic review.
- The contract for forensic services has been renegotiated and created a significant saving for the force. The costs associated with the contract will be revisited in August 2007.
- Revised guidance has been implemented which stipulates that all submissions for examination by the forensic science service (FSS) pass through the central submissions unit, thus curtailing the practice of sending exhibits directly from BCUs. Checks are undertaken to ensure that submissions are made only in undetected cases, unless there is a clear rationale for examination provided by the officer in charge (OIC). Major crime submissions are endorsed for compliance with the forensic strategy by a member of the scientific support team prior to submission to FSS.
- DNA recovery training has been provided to SOCO and vehicle CSEs, enhancing their knowledge and enabling them to consider a wider range of approaches to the recovery of forensic material for examination.

### **Work in progress**

- The examination of footwear impressions was implemented in January 2007, with the current policy restricted to those in custody on suspicion of burglary offences. The force should monitor the impact of this initiative and consider extending the categories of crime covered in line with legislation.
- The value of an operation converter team has been recognised from its use in half the force, and its roll-out force-wide is identified as a key driver for success in the forensic review. The blueprint in support of 150 Forward has identified the need for a DS and three DCs to perform this role for the county.
- The planned one-day 'Think Forensic' training package was not delivered to operational officers, as it was replaced by domestic abuse training which did contain an element of forensic awareness. An evaluation of the impact of this is now under way. The evaluation should be reviewed critically as the lack of forensic awareness among operational staff was raised as an area for improvement in baseline assessments for both 2005 and 2006.

**Areas for improvement**

- Individual SOCOs prioritise their own workload on a day-to-day basis from incidents that are tagged on the command and control system. While common sense is applied to the prioritisation of scene attendance, there is no documented policy. A recommendation contained in the forensic review is to replace a senior SOCO role with a Head of Crime Scene Examination, responsible for the active tasking of CSEs, supported by a new administrative post.
- SOCOs aim to improve forensic performance by conducting an increasing number of crime scene examinations. The force needs to ensure that this increase in the quantity of examinations is matched by quality.

October 2007

## Findings

### National summary of judgements

	Excellent	Good	Fair	Poor
<b>Neighbourhood Policing</b>				
Neighbourhood Policing	6	14	21	2
<b>Performance management</b>				
Performance management	6	29	8	0
<b>Protecting vulnerable people</b>				
Child abuse	3	17	21	2
Domestic violence	1	13	27	2
Public protection	2	16	23	2
Missing persons	1	21	21	0

### Force Summary of Judgements

<b>Neighbourhood Policing</b>	<b>Grade</b>
Neighbourhood Policing	<b>Good</b>
<b>Performance management</b>	<b>Grade</b>
Performance management	<b>Good</b>
<b>Protecting vulnerable people</b>	<b>Grade</b>
Child abuse	<b>Good</b>
Domestic violence	<b>Good</b>
Public protection	<b>Fair</b>
Missing persons	<b>Fair</b>

October 2007

## Neighbourhood Policing

GRADE	GOOD
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### National grade distribution

Excellent	Good	Fair	Poor
6	14	21	2

### National contextual factors

The national Neighbourhood Policing programme was launched by ACPO in April 2005 to support the Government's vision of a policing service which is both accessible and responsive to the needs of local people. It was anticipated that, by April 2007, every area across England and Wales would have a Neighbourhood Policing presence appropriate to local needs, with all Neighbourhood Policing teams in place by April 2008. For local communities this means:

- increased numbers of PCSOs patrolling their streets, addressing anti-social behaviour and building relationships with local people;
- access both to information about policing in their local area and to a point of contact in their Neighbourhood Policing team; and
- having the opportunity to tell the police about the issues that are causing them concern and helping to shape the response to those issues (Home Office, May 2006).

By focusing on the key areas of resources, familiarity/accessibility, problem identification and joint problem-solving, this inspection has identified the extent to which Neighbourhood Policing is being implemented. It has also examined forces' capability and commitment to sustain implementation beyond April 2008.

### Contextual factors

In November 2006 the force launched 31 SNTs covering the county of Warwickshire as part of the 'Building safer neighbourhoods together' programme of work. The programme aims to deliver the key elements of Neighbourhood Policing (access, influence, interventions and answers) in partnership, working with statutory organisations, voluntary groups and local communities.

Each SNT is led by a sergeant and made up of police officers, PCSOs, special constables and volunteers. PCSO numbers have risen from 62 in 2006/07 to 139 by June 2007, and they play a key role in resolving neighbourhood issues through problem-solving techniques. The force has launched Partners and Communities Together (PACT) panels in each SNT area. These panels identify neighbourhood priorities through community engagement and work to reduce them through joint problem-solving plans. Internal processes have been reviewed to support the SNTs, including changes to recording, communications and intelligence processes. Neighbourhood priorities feature in National Intelligence Model (NIM) processes in Warwickshire. SNTs have increased the visibility of policing in neighbourhoods and improved levels of reassurance and satisfaction.

## Strengths

- The 31 SNTs were launched in November 2006 by the Policing Minister at an event attended by chief officers, who also visited each SNT during the day. The launch anticipated delivery of the national commitment some 18 months ahead of target.
- Neighbourhood Policing is embedded throughout the force, with strong ACPO leadership from the Chief Constable and the ACC (Director of Local Policing).
- Arrangements for the SNTs were influenced by the public through a customer service forum and by partners, who are represented on the programme board. A member of the county council was also seconded to the Safer Neighbourhoods project team. Analysis identified ward needs as red, amber or green, and resources were allocated accordingly. Appropriate staffing was allocated to each area, with additional resources provided to meet specific needs in one area.
- All SNT areas correspond to local government districts and crime and disorder reduction partnership (CDRP) boundaries and all police systems have been reconfigured to reflect the new areas. Consequently, the development of SNTs has created new opportunities for co-operation with partners – for example, in the provision of extended school services and the opening of SNT offices in a primary school, a multi-cultural centre and a public library.
- PCSO recruitment includes an additional 15 officers above the force's share of the national target of 16,000 supported by the Government. A dedicated PCSO trainer is funded through the Safer Neighbourhood budget, enabling training to be delivered in a timely manner responsive to recruitment trends. Each initial PCSO course was opened and closed by the HQ implementation/support team chief inspector.
- Centrex has undertaken a review of training needs and supported the force's training delivery.
- Three stages of learning and development have been delivered, all of which have included partners: the first aimed at senior managers, the second at middle managers and the third at practitioner level. This has been supplemented by a series of seminars incorporating external and internal speakers. Refresher training was provided to PCSOs in June 2007.
- As part of the Initial Police Learning and Development Programme (IPLDP) all student officers undertake an attachment to an SNT in their borough or district. This provides an opportunity at an early stage for staff to experience the principles and demands of Neighbourhood Policing, the community engagement processes and the need to develop sustainable solutions to local problems.
- Police constable roles on SNTs attract a Special Priority Payment and officers are required to remain in post for at least two years.
- Neighbourhood Policing is included in the strategic priorities of the People Strategy; there are clear role profiles and job descriptions for members of SNTs.
- Standard PDR objectives support the force vision of Neighbourhood Policing for all local policing inspectors and above.

October 2007

- A number of different methods of community engagement are used, including PACT meetings, surgeries, mobile stations, street surgeries, web page and newspaper articles, with a focus upon engagement with key community leaders and the PACT process. Councillors at both a district and parish level are fully involved with PACT and support the work of the SNT.
- A comprehensive community engagement toolkit and guide have been developed to assist SNT staff.
- Bespoke engagement strategies have been adopted to reach specific communities – for example, the Polish community. The IAG has been proactively involved in this development.
- Proactive use is made of the IAG to support and advise detectives during criminal investigations, and assist in the preparation of community impact assessments.
- Notifications of PACT meetings are translated into other languages and displayed prominently in public.
- Local authority neighbourhood wardens work closely with SNTs and attend PACT meetings, taking responsibility for low-level anti-social behaviour.
- The shift system worked by members of SNTs has been revised to maximise coverage, resulting in coverage for 26 out of every 28 days in each SNT area.
- Organised crime and counter-terrorism are mentioned explicitly in the force SA, with links to force, district and neighbourhood levels, and work is under way to support the national richer picture. Special Branch provides training to student officers, trainee detectives, Safer Neighbourhood officers and PCSOs.
- The local policing summary, 'The Little Blue Book', was sent to all households in autumn 2006, detailing information about Safer Neighbourhoods, contact details and priorities. The force has received very positive feedback from the Home Office and the public for its approach.
- The SNTs have created comprehensive neighbourhood profiles which are stored electronically and reviewed every three to six months; they include details of hard-to-reach groups and cover diversity issues, political groups, educational establishments, youth clubs and licensed premises. Ward profiles have been sent to the county council and districts to assist in the process of updating and populating relevant information – these are used by analysts when preparing problem profiles on districts.
- Co-location of officers and staff from partner agencies supports Neighbourhood Policing; for example, officers from the local authority, fire service and housing work within Nuneaton police station offices and are an integral part of the NIM process. These arrangements are highly effective in reducing bureaucracy and facilitate dynamic, rapid problem solving.
- Two CDRP-funded analysts support SNTs and have been particularly proactive in developing problem profiles, having access to police and partner data.
- SNT performance is assessed at quarterly performance meetings chaired by the Director of Local Policing, and satisfaction data is used for first contact, action taken, feedback, treatment, and the whole experience. In addition, SNT sergeants submit



October 2007

performance reports bi-monthly and are held accountable for the performance of their area against a standard performance framework. Customer satisfaction is a standing agenda item on the chief officer group meeting's agenda. It is also reported to the communications centre and published on the internet performance focus section.

- Data is supplied to chief officers to allow them to monitor progress against key Neighbourhood Policing objectives.
- An audit and inspection team was established in spring 2007 to review the implementation and effectiveness of Neighbourhood Policing, using nationally-produced guidance to set the inspection parameters, supplemented by force-specific issues. Following this review, a comprehensive action plan was developed for each district and borough. Progress against the action plan is monitored proactively by the Chief Inspector (Safer Neighbourhoods Projects), who has regular contact with SNT members.
- Warwickshire staff have given presentations on their approach to Neighbourhood Policing at national conferences and will present at the ACPO Problem-Oriented Policing conference in 2007 on some pathfinder lessons. Good practice case studies include the proactive approach taken by SNT members in tackling long-term problems associated with the recreation ground at Nuneaton. The SNT successfully worked with the community and other agencies to create an improved environment, which has had a sustained positive impact for the community and reduction in demand for the police.
- Volunteers actively support SNTs in some areas, in line with the volunteer scheme policy. Examples of proactivity include members who maintain SNT websites and distribute material to neighbourhoods.
- PCSOs make follow-up calls to those who report incidents and victims of crime during which intelligence opportunities are exploited.
- An abstraction policy is in place for SNTs; compliance is monitored, including abstractions for significant spontaneous operational issues, response resilience in the event of unforeseen operational circumstances or pre-planned force commitments, and any other activities. Abstraction rates are reviewed at individual, team, district and force levels. There is an understanding at command level that SNT vacancies should be filled as soon as practicable. The current target for maximum abstraction is 10%, with an aspiration to reduce this to 5%.
- A robust internal and external communications strategy has been developed to support Neighbourhood Policing, with all communications linked to the force vision. Links with the local media are strong, with quarterly meetings held with editors. The Head of Corporate Communications is a member of the SNT programme board.
- To increase contact and visibility, particularly within rural areas, each of the five districts have a bespoke mobile police station for use by SNT officers.
- As part of the inspection process, a telephone survey of 100 randomly-selected residents was carried out, asking six questions about respondents' experience and views on how Neighbourhood Policing is being delivered. The responses did not statistically significantly deviate from the national average but local people did believe they had a greater opportunity to help tackle problems in their local area, and that the police were striving to discover what people think. (Fewer people than the national

average knew how to make contact with the local policing team, or knew if the police were speaking to local people about tackling problems in the area.)

## Work in progress

- In some SNT areas PACT priorities are determined by PACT panel members rather than by members of the local community, while in others parish council meetings incorporate the PACT process. The force recognises that these models are not consistent with good practice and is working with partners to remedy this.
- An aspect of the estates strategy is to improve the accommodation for SNTs, the standard of which is variable – eg, some is cramped, with limited access to IT. While the objective is to ensure that all accommodation is of a high standard, the different rules applying to capital expenditure for owned property and revenue for leased property is impeding progress.
- In the 150 Forward project an undertaking has been given that SNTs will continue to be the local interface of the force, although the future composition of officers and PCSOs and operating protocols are yet to be finalised.
- The role, remit and appropriate powers required to maximise the contribution of PCSOs are currently subject to review.
- An electronic tasking and briefing system has been developed internally and, subject to a successful pilot at Nuneaton, is to be rolled out across the force. The system is supported by a 'rough guide', which explains simply how to use and update the tasking attachments to provide an audit trail of action. The system will be force-wide by September 2007.
- The internet site [www.safer-neighbourhoods.co.uk](http://www.safer-neighbourhoods.co.uk) has the potential to provide comprehensive information to the public, and is described by the force as a nationally recognised excellent site. However, the site has not been consistently maintained and updated with details of forthcoming meetings or progress against PACT priorities, and some SNT local information is out of date. A new corporate communications post has been created with a responsibility to drive improvements in this area.
- Work is under way with partners to develop a joint internet directory of services enabling the public to access the services of the police or their partners through a single portal from each of the separate web pages. The web address [www.safer-neighbourhoods.co.uk](http://www.safer-neighbourhoods.co.uk) was chosen with such a development in mind, as this is intended to be the main address from which agency-specific sites are accessed. The Zone, a website aimed at children, is also under joint development.
- SNT officers currently spend between 50% and 80% of their time deployed to scheduled response calls (those that do not require an immediate response) and carry a crime caseload comparable to response officers; this has a significant impact upon their capacity to solve problems. PCSOs also respond to some scheduled calls. The SNTs are in effect a 'slow reactive' unit. However, demand management is currently being examined as part of the 150 Forward project to determine the role and composition of SNTs in relation to response officers' roles in dealing with crime and incidents.

October 2007

- Although SNT staff are aware of the SARA (scanning, analysis, response, assessment) problem-solving model, it is not routinely used to inform and drive the problem-solving process. Instead, staff are relying on their own operational experience rather than using the SARA structure.
- Special constables have been attached to SNTs. In some parts of the county they are an integral part of the team but the level of integration is not standard across the force. Work is under way to realise the full benefits in line with the national strategy for the Special Constabulary.
- Ward profiles have developed since the preparation of the last SA in autumn 2006, when they were not considered. They will be included in the 2007 refresh.

### **Areas for improvement**

- The responsibility to provide updated information for the intranet/internet is not assigned consistently across SNTs. There should be clarity of expectation and regular audit to ensure compliance.
- The capture and use of community intelligence presents a challenge to the force and its partners. A project to facilitate provision of such intelligence from partners has encountered problems and is subject to review. The importance of such intelligence is not fully understood by all SNT officers.
- Currently, intelligence which is not actionable is deleted from the IMS without feedback to the person submitting. Examples were given of officers and PCSOs submitting large quantities of intelligence which were subsequently deleted by intelligence staff, whereas SNT supervisors believed the information would have been useful at a later date. The intelligence community is not aware of PACT priorities, so perhaps does not appreciate the reasons why some information is submitted. The force intends to introduce an intelligence processing unit which should improve the submission and processing of intelligence.
- Some 22 sergeants supervise 31 SNT areas; this arrangement can result in the identities of neighbouring teams which share sergeants becoming blurred.
- Five PCSO supervisors undertake administrative and line management functions and are responsible for PDRs of PCSOs, while SNT sergeants are responsible for the performance of the team and the daily deployment and supervision of PCSOs. This results in duplication of tasks, for example, when requesting leave and some confusion among staff as to who is their manager. This arrangement has been re-examined and it has been agreed that the role of PCSO supervisor will be removed. A revised model has been developed to balance the supervisor-to-team ratio and reduce the demand on some larger teams and there will be a redistribution of SNT sergeants across the county.
- Training for PCSOs is stand-alone and not integrated with student officer training (IPLDP), nor is it transferable should they subsequently become regular officers. Efficiency savings could be achieved if the two were aligned, or if modules were accredited for regular officers to prevent repetition.
- Funding for the long-term employment of PCSOs is not sustainable at current levels;

October 2007

sufficient funding exists for 2007/08, but there is an anticipated shortfall of £600,000 in 2008/09.

- Control room staff are not routinely familiar with the PACT priorities for a particular SNT area, nor does the capability currently exist for priorities, where known, to influence dispatch or policing response to incidents in that SNT area.
- SNT email accounts receive duplicate versions of internal communications and contacts from the public. Sergeants, who are responsible for the management of accounts, are often unclear on what has been actioned once opened. Consequently, there is potential that some messages from the public are unactioned and receive no response.
- A standard response is received when a message is sent to an SNT email account via the force internet site, stating that 'a member of your team will aim to respond to email within 10 working days'. However, the expected response times are not widely known by staff and consideration should be given to providing a more timely response.

## Developing Practice

**INSPECTION AREA:** Neighbourhood Policing

**TITLE:** Partnership Working

**PROBLEM:**

Warwickshire has a two-tier local government system with a county council and five district/borough councils. The introduction of Neighbourhood Policing and the 'Building safer neighbourhoods together' strategy has exposed the need to develop a stronger partnership in support of local area agreements (LAAs) and to provide synergy in neighbourhood management.

**SOLUTION:**

As part of the Neighbourhood Policing project, the force established a programme board with representation from all six councils. All police recording systems have been reconfigured in line with council ward boundaries, used as the building blocks for data at both district/borough and county level.

The Safer Neighbourhood policing team areas all correspond to the local government districts and therefore the CDRP boundaries. Consequently, the development of SNTs has created new opportunities for co-operation with partners; for example, in the provision of extended school services. There are also practical examples of new partnership initiatives, such as the opening of an SNT office in a primary school and also in a public library.

Three stages of Neighbourhood Policing learning and development have been delivered in Warwickshire:

- The first stage was supported by (Centrex) National Policing Improvement Agency (NPIA) and was aimed at senior police and partnership managers;
- The second was aimed at middle managers, both within the force and within statutory/voluntary agencies; and
- The third stage involved Safer Neighbourhood practitioner training, which the force and its partners (including the county council, district council and probation service) delivered jointly.

**OUTCOME(S):**

The active inclusion of partners in the design and implementation of Neighbourhood Policing has created a greater understanding of the links between Neighbourhood Policing and the neighbourhood management agenda. The enhanced partnership understanding has provided opportunities for joint working and new initiatives, and a more informed working relationship exists.

**FORCE CONTACT:** Chief Inspector Tim Bailey, Safer Neighbourhoods Project Manager – 01926 415046

October 2007

## Performance Management

GRADE	GOOD
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### National grade distribution

Excellent	Good	Fair	Poor
6	29	8	0

### National contextual factors

There is no single accepted model of performance management across the police service but any such model or framework must be fit for purpose. Ideally, forces should demonstrate that individuals at every level of the organisation understand their contribution to converting resources into agreed delivery, and know how they will be held to account. On a daily basis, first-line supervisors monitor, support and quality assure the performance of their teams. At the other end of the spectrum, chief officer-led performance meetings – often based loosely on the American Compstat model – are a vehicle for accountability and improvement. Robust leadership, a commitment to improvement and reliable, real-time information systems are all critical factors in effective performance management.

There is no mechanistic link between overall force performance and the grade awarded in this framework. The grade is based on the quality of the force's processes that enable it to identify and react to changes in performance.

### Contextual factors

Performance management integrates all the activities of the force through the corporate performance framework (CPF). It engages all staff in Warwickshire Police in delivering a clear contribution to the force vision of 'Protecting our communities together'. There needs to be a clear, coherent mechanism for identifying to what extent this is being achieved. The force control strategy has identified the key crime areas that pose the biggest threat for the force and, through the performance framework, each member of the workforce is able to clearly identify how their objectives are aligned to the control strategy.

Performance management is led by the DCC. The force performance manager has overall responsibility for performance functions supported by three performance units – analysis, statistics and systems. Chief officers receive a weekly briefing paper and can access daily performance information via the intranet.

### Strengths

- Strong leadership is displayed by the Chief Constable and chief officer team who are creating an organisation that is restless for change. Staff of all ranks and grades understand the drivers for change and are largely extremely positive about it.
- The performance management culture is vision-driven to secure appropriate outcomes for the community, in that work is prioritised against the force vision to protect communities from harm. Staff clearly identify with and show pride in the county of Warwickshire.

October 2007

- All chief officers are actively and appropriately involved in the force's performance review process.
- There is clarity of understanding that commanders are answerable to chief officers and the public for their teams' performance, while the Chief Constable is accountable for force performance.
- There is clarity of understanding and support for the mission to protect communities, and the concept of prioritisation based on death/injury, loss and distress has been consistently and clearly communicated to all staff. It is used to prioritise work and manage demand, and as a guide for operational dynamic risk assessment.
- A strong culture of improvement and support for internal change is evident. A campaign to demonstrate how all staff can contribute to protecting communities from harm is proving to be a highly effective initiative.
- A recovery plan to address rising crime rates was led by a gold group chaired by the DCC. Targets were examined and readjusted, and performance improved.
- A set of guiding principles links departmental activity and the goal of protecting the communities of Warwickshire, acting as the CPF. This enables staff to understand and recognise their personal contribution to the force's vision; delivers a simple and consistent mechanism to identify trends that may be emerging; and gives a clear understanding of national performance measurement in a local context, while identifying key stakeholders, partners, strategies and processes that can contribute to performance improvement.
- The performance framework recognises the links with the LAA.
- The local PSA (2) is an example of the force working with its partners through the CDRP. Stretch targets were negotiated and agreed between the police, the council and CDRPs. These are performance managed and scrutinised through a steering group, and any deviation from target is dealt with through gold level strategy groups which are attended by partners – for example, the county and district councils, Government Office West Midlands (GOWM) and CDRPs.
- Daily performance information is presented on the intranet at force, district and SNT levels to inform staff of performance against priority level targets. A performance framework summary is published weekly.
- The 150 Forward programme to design a future-proof force that is affordable, acceptable and sustainable was approved by the police authority in July 2007. Accountability and performance sustainability are key elements of this work. Inspection evidence confirms that staff are very positive about the project, feel involved and are enthusiastic about the changes in train. Throughout the programme there has been significant engagement both with staff and partners.
- Restructuring to support the 150 Forward programme has been undertaken with three directorates established; the local policing directorate and the supporting protective services and resources directorates. The force is the first in the UK to move away from the BCU structure and the performance framework has been designed to focus on risks and threats faced by the community of Warwickshire.
- The police authority has restructured and individual members have been allocated

October 2007

performance governance roles. On a weekly basis, chief officers meet with the police authority chair, vice-chair and chief executive to review performance, supplemented by formal performance meetings on a fortnightly basis.

- Activity analysis data has been used to assess the proportion of time spent on patrol by PCSOs. Proactive use of this data increased patrol time by 8%. The performance team has been restructured to assign more time to activity analysis and activity-based costing (ABC).
- ABC data has been used to develop an incident-based resource model, distributing response resources to meet demand and minimise identified risks.
- Victim update dip-sampling is being undertaken by a customer service forum comprising victims of crime, Neighbourhood Watch and volunteers, which has a mandate to develop an improvement plan. Methods include the mystery customer technique, voicemail testing and dip-sampling victims of crime.
- A joint consultation group, comprising of representatives from county and district councils, PCT members and the force, facilitates joint working in survey activity across each organisation; for example, including police-related issues in council telephone surveys.
- Good performance is recognised at bi-annual ceremonies where force and area commendations are awarded. Two officers have recently been recognised by the BAWP, one as the national police officer of the year and the other for leadership skills. In addition, a culture of simple 'thank you' statements is apparent. Work is under way to examine additional ways of recognising contributions by police staff.
- The training plan is determined by the force training panel, informed by district and department training panels. This ensures that training is prioritised on the areas of greatest risk and can respond flexibly to changing circumstances.
- Policies for operational use by the control room are summarised in the Call Receivers' Manual, which gives details of the processes to be followed following the report of an incident. This provides clarity of ownership and accountability during the 'golden hour' of critical incident management.
- A balanced scorecard approach, using weighted factors, has been adopted for the resource allocation of officers and PCSOs.
- A series of risk-based internal inspections has been conducted to probe quality and compliance against policy. Reports have been presented to the force performance board with action plans for improvement developed to improve operational effectiveness throughout the force.
- A risk-based internal audit and inspection team is working through a risk-assessed programme of work, monitored by the business improvement board, and with results fed into the performance framework. The programme is currently being aligned to the new force vision.
- Information – including trends over time from user satisfaction surveys – is presented to the monthly force performance board, to improve service delivery. Examples include the need for staff to keep victims informed and provide follow-up information. A target has been set to increase satisfaction to 2% above the MSF



average.

## Work in progress

- Work is under way to integrate planning and NIM processes. Consultants are assisting in developing the performance framework for the new force structure to fit with the Assessment of Policing and Community Safety (APACS). Each APACS thematic is to be lined up with the force control strategy and the LAA to facilitate overall performance management. Links with other agencies' planning and performance regimes and LAAs are also being examined through workshops between the police and the county council.
- Quality points scoring, an assessment tool to promote the importance of 'getting it right first time' – and thus increase public confidence and improve quality – has been trialled and the benefits are being considered for roll-out across the county.
- The public service board has recently been convened to examine the partnership structures, focusing upon outcomes.
- The PDR process was subject to considerable negative comment during inspection, being described as a bureaucratic and once-a-year activity. Changes are currently being considered and a streamlined process will be introduced during 2007, intended to provide links between PDRs and promotion and selection processes. The introduction of a new PDR should reinforce the benefits of regular review through personal contact and discussion between staff and line managers.
- Opportunities to work with the University of Warwick, Warwickshire College and Coventry University are being explored which could accredit force training and provide formal qualifications, such as foundation degrees.
- The current 12-hour shift pattern – four days on, four days off – worked by response officers has been reviewed and will be replaced in January 2008 in order to maximise operational resources and improve the ability to respond to demand at peak times.
- An inspector-led centralised resource office has been set up to plan and deploy resources across a wide range of functions, designed to optimise resources in meeting force demands. This process is in its infancy, and it is anticipated that, when fully integrated into the performance framework and roles, it will be subject to workforce modernisation.
- The control room does not apply NIM processes; however, the implementation of CaTO working alongside control room staff, together with changes to the deployment and focus of intelligence resources, will definitely address this issue.
- Collaboration arrangements have been critically reviewed during 2006/07 as part of the 150 Forward scoping work.

## Areas for improvement

- A number of submissions to the Home Office of the annual data requirement (ADR) have been submitted late, due to technical issues which have persisted for almost two years.
- Performance data is largely confined to internal data and, while the need to focus on force performance is understood, the absence of MSF or other comparator information in many performance reports is a weakness.
- Greater emphasis should be given to the availability of funding when developing the training plan, to ensure that proposals are affordable and deliverable.
- Current arrangements to produce the force SA do not utilise the skills and training of all force analysts. The process and timescales for compiling the SA should be reviewed. It is recognised that the formation of HAIG will improve the utilisation of analysts by bringing the analysts together into one group.

## Developing Practice

**INSPECTION AREA:** Performance management

**TITLE:** Corporate Performance Framework (CPF)

**PROBLEM:**

How to ensure that every aspect of Warwickshire Police is performance managed, in order to clearly identify how each individual in the force contributes to the achievement of the force vision.

**SOLUTION:**

A CPF has been designed and implemented to monitor the contribution of all functions to the force vision. Every function in the force now has strategic objectives, service delivery measures, targets and a set of corporate health measures. Ultimately, the CPF will be linked to the PDR process, which will allow contribution to the force vision to be clearly identifiable at an individual level.

Performance data resulting from the CPF is discussed at monthly departmental meetings and an exception report produced by the performance management unit is discussed at the force management group meetings.

All function heads were consulted regarding content and to secure buy-in from the outset. Other forces were consulted on their performance management approaches and the Home Office and HMIC were invited to comment on the alignment with national good practice. A 'guardian post' for the CPF was created to provide ongoing management and ensure it continues to develop and evolve, to reflect the ever-changing performance culture that exists in modern-day policing.

Part of the responsibilities of the guardian post involves organising and managing a force-wide marketing campaign to ensure the CPF is fully embedded and understood. This, like the CPF, is an ongoing process.

**OUTCOME(S):**

For the first time in the history of Warwickshire Police, the force has management reports that clearly identify individual contribution to service delivery. This will ultimately lead to improved service provision to local communities and any functions that are underperforming will be clearly identifiable. All individuals are now accountable for their performance and the extent to which they protect people from harm, regardless of role, will be identifiable.

**FORCE CONTACT:** Ben Pithouse, Performance Framework Manager – 01926 415275

## Protecting Vulnerable People – Overview

### National contextual factors

The assessment framework for Protecting Vulnerable People was first developed in 2006 as part of HMIC's baseline assessment programme. It replaced two existing frameworks – Reducing/Investigating Hate Crime and Crimes against Vulnerable Victims – which focussed on hate crimes (predominantly racially motivated), domestic violence and child protection. Following consultation with practitioners and ACPO leads, a single framework was introduced with four components – domestic violence, the investigation and prevention of child abuse, the management of sex and dangerous offenders, and vulnerable missing persons. Although the four areas are discrete, they are also linked and share a common theme – they deal with vulnerable victims where there is a high risk that an incident can quickly become critical, and where a poor police response is both life-threatening and poses severe reputational risks for the force.

This year's inspection has been carried out using similar assessment standards as those in 2006. These highlight the importance of leadership and accountability; policy implementation; information management; staffing, workload and supervision; performance monitoring and management; training; the management of risk; and partnership working.

The work carried out by forces to protect the public, particularly those most vulnerable to risk of serious harm, is complex and challenging. No single agency, including the police, has the capacity to deliver the required response on its own. Success is therefore, dependent on effective multi-agency working and there are a number of established partnerships, involving a wide range of services and professionals, aimed at ensuring that an integrated approach is adopted to protecting those most vulnerable to risk of serious harm.

### Contextual factors overview

Following the 2006 HMIC baseline inspection report, which assessed the force as Poor in PVP, it reviewed its capacity and capability in the broad range of protective services. This review has led to the establishment of 38 additional posts in these areas. A structural change has seen the formation of a protective services directorate. The management capability in this new directorate has been enhanced and the DCS, Deputy Director of Protective Services is supported by four superintendent posts including one with responsibility for serious and organised crime and PVP.

The PVP unit consists of the public protection unit (PPU), child abuse management, the domestic abuse unit (DAU) and the PVP referrals unit, all of which are co-located at force HQ.

### Strengths

- There has been significant leadership demonstrated by chief officers, both in the development of PVP capacity and active involvement and support in major crime incidents. The ACC (Director of Protective Services) has the responsibility for all strands of PVP.

October 2007

- The force vision of 'Protecting the public of Warwickshire from harm' has focused the attention of officers and staff on the four PVP portfolios, and ensures that risk identification and assessment are built into all operational decision-making.
- A key strand of protecting communities from harm has been the development of the PVP unit and improving resilience in this area. Additional staff working in improved accommodation, with the expansion of the referrals desk to include all elements of PVP (including mental health and missing persons) will all contribute to reducing risk.
- A considerable investment has been made in protective services, encompassing PVP, through the identification of 102 new posts, with immediate creation of 38 posts initially identified as critical. The creation of a management structure with the capacity to concentrate on the development and performance of PVP and additional operational capacity has enthused staff, and will significantly impact on the ability of Warwickshire Police to protect communities from harm.
- The referrals unit, which has historically focused on child abuse, has extended its remit to receive initial notification of all PVP cases, including domestic violence, public protection, missing persons, mental health issues and vulnerable adults. This has enabled a more robust and effective case management system to be introduced that puts supervision at the point of referral, where it is most needed. The referrals unit conducts initial lateral checks on all appropriate police systems. Up-to-date, accurate information is instantly accessible to allow effective performance monitoring and efficient daily management of resources. The unit is also tasked with raising awareness of Safeguarding Children and domestic abuse issues among non-specialist staff, identifying performance issues and training needs.
- ACPO/National Centre for Policing Excellence (NCPE) national guidance has been adopted by the force and translated as appropriate into force procedures for operational officers to follow.
- Training is prioritised in accordance with the control strategy and informed by a series of training panels, including one chaired by the Deputy Director of Protective Services. This has resulted in PVP training receiving a high priority. Two nominated police authority leads take responsibility for the PVP area.
- Officers working in PVP units are neither abstracted to support the enhanced policing initiative (EPI) for weekend/evening cover, nor seconded to incident rooms other than as professional advisers in appropriate circumstances.
- A county-wide violence reduction strategy encapsulates the strands of domestic abuse, street violence, honour killing, child abuse investigation and vulnerable persons, organised crime, mental health and sexual offences. The multi-agency steering group is chaired by the ACC (Director of Protective Services).
- Internal adverts for staff in the PVP units encourage applications from under-represented groups.
- A series of risk-based internal inspections have been conducted to probe quality and compliance against policy, the first of which looked at domestic abuse and missing persons. Reports have been presented to the force performance board, and action plans designed to improve operational effectiveness throughout the force have been developed.

October 2007

- Force policy stipulates bi-annual, mandatory welfare referral for all staff working within PVP, and has reinforced this requirement to staff. Sergeants and police staff equivalents are required to complete the welfare module of the Core Leadership Development Programme.
- All PVP staff are subject to robust management vetting, which is conducted on an annual basis.
- The concept of an operational forum, developed to support the domestic abuse action plan, is to be expanded to ensure that continuous improvement is informed by practitioners in all strands of PVP.

### **Work in progress**

- Appropriate performance measures for each of the PVP areas are being developed and will be integrated in the force performance management group.
- An effective trial conducted in north Warwickshire, whereby a SPOC was appointed to act as a conduit between the specialist domestic abuse officers and district tasking and co-ordination processes, is to be expanded across the force in all areas of PVP.
- Job descriptions are being refreshed in light of the changes to all elements of PVP and the introduction of new roles. The process has been completed for child abuse and domestic abuse constables.

### **Areas for improvement**

- A mixed workforce of police officers and staff work effectively in the PVP unit. PSIs are currently working in the referrals unit, and one PSI investigates allegations of historic abuse within an operational child abuse investigation unit. The deployment of PSIs in the child abuse and referrals units has proved effective; there is scope for further workforce modernisation to release warranted officers.
- Performance data provided to the Deputy Director of Protective Services is currently not robust and does not provide comparative data over time or against policy.

October 2007

## *Developing Practice*

**INSPECTION AREA :** Protecting vulnerable people

**TITLE:** PVP Referrals Unit

**PROBLEM:**

Officers working in the child protection and domestic abuse units were spending a large part of their time conducting administrative tasks such as receiving referrals, conducting database checks and recording cases on the child protection and domestic abuse case administration tracking system (CATS). Both the referrals management system and service provision were deemed to be inefficient.

**SOLUTION:**

The child protection central referrals and assessment unit was established in October 2005 to facilitate the provision of a safe, consistent and accessible service for reports of child abuse. The improvement in working practices was a response to the recommendations of the Victoria Climbié Inquiry, and links with the Citizen Focus programme in terms of developing service delivery. In May 2007 the unit was relocated to force HQ and expanded to include domestic abuse and public protection; which together with the Child Protection Unit (CPU) form a co-located PVP department. The name of the unit has been changed to reflect this expansion of responsibility, to the PVP referrals unit.

The unit acts as a central point of contact for agencies, members of the public and police staff wishing to refer or discuss concerns for child protection, domestic abuse and some aspects of public protection, and operates between 8am and 8pm. It provides a professional response to referrals, advice requests, information-sharing and disclosure issues, ensuring effective management of risk and a consistent application of policy and procedure. It comprises police officers, police staff and supervisors, ensuring the right balance is achieved and provides support to child protection, domestic abuse and PPU investigators, enabling resources to be focused exclusively where they are needed most and on issues requiring their skills and powers. Only issues requiring allocation of a resource are forwarded to the operational teams for investigation. All administrative matters are completed to provide officers with the necessary information they require and initial measures are put in place, including risk assessments, to enable them to respond efficiently, in accordance with graded response criteria.

**OUTCOME(S):**

The PVP referrals unit supports a more robust and effective case management system that puts supervision at the point of referral, where it is needed most. Up-to-date, accurate management information is instantly accessible to allow effective performance monitoring and efficient daily management of resources. Administrative tasks are undertaken by the unit, such as Case Conference management and response to court orders; this has enhanced the professionalism and effectiveness of the service provided.

An evaluation of the unit has shown considerable success in improving service delivery. Telephone answering performance has improved three-fold, the majority of administrative burdens on officers have been removed and, significantly, agency partners (consisting of the majority of public contact) appreciate the instant accessibility and consistent application of the response provided. Improved risk management, reliable application of policy and procedure and an increase in 'child in need' referrals to Social Services are also noticeable

outputs.

**FORCE CONTACT:** Detective Inspector Nigel Jones – 01926 415959



October 2007

**Protecting Vulnerable People – Child Abuse**

GRADE	GOOD
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**National grade distribution**

Excellent	Good	Fair	Poor
3	17	21	2

**National contextual factors**

The Children Act 2004 places a duty on the police to ‘safeguard and promote the welfare of children’; safeguarding children, therefore, is a fundamental part of the duties of all police officers. All police forces, however, also have specialist units which, although they vary in structure, size and remit, normally take primary responsibility for investigating child abuse cases. Officers in these units work closely with other agencies, particularly Social Services, to ensure that co-ordinated action is taken to protect specific children who are suffering, or who are at risk of suffering, significant harm. The Children Act 2004 also requires each local authority to establish a Local Safeguarding Children Board (LSCB). This is the key statutory mechanism for agreeing how the relevant organisations in each local area will co-operate to safeguard and promote the welfare of children in that locality, and for ensuring the effectiveness of what they do.

Membership of LSCBs includes representatives of the relevant local authority and its Board partners, notably the police, probation, youth offending teams, strategic health authorities and primary care trusts, NHS Trusts and NHS Foundation Trusts, the Connexions service, Children and Family Courts Advisory and Support Service, Secure Training Centres and prisons.

**Contextual factors**

The referrals unit has been successfully taking referrals for child protection and vulnerable adult referrals since November 2005. This unit has now been moved to HQ as part of the larger creation and re-organisation of the PVP unit and renamed the PVP referrals unit. This successful approach, which was first used for child abuse, will now be extended to include domestic abuse and public protection. At borough and district level, CPUs are located in the north of the county at Bedworth and Rugby, comprising a DS and eight officers, and in the south at Warwick, with one DS. The DI in charge is located in the new PVP unit at HQ to enable cross-discipline issues to be identified.

Staffing in the CPUs comprises detectives, the majority working part-time hours. In order to assist with workload, a PSI (an ex-detective) has been recruited to work with the southern CPU.

The specific comments in this section should be read in conjunction with those contained in the generic PVP section of the report.

## Strengths

- There is strong ACPO leadership provided by the ACC (Director of Protective Services), supported by a detective superintendent and a DCI with specific line management responsibility for PVP.
- The role and remit of CPUs is clearly defined and includes intra-familial, professional and carer-instigated abuse; all historic abuse allegations; and internet offending where a clear link has been established between the perpetrator and victim.
- Supervision for the CPU is provided by two dedicated DSs and a dedicated DI, who reports to a DCI and detective superintendent who each have responsibility for child abuse investigation as 50% of their portfolios. This represents a significant investment in staffing the CPUs, which were previously managed by a single DI covering a number of different portfolios.
- A detective superintendent sits on the local Safeguarding Children board (LSCB) and consistently attends the meetings and shares relevant information internally. This represents a significant personal commitment.
- Warwickshire has taken a regional lead in developing the national initiative of Child Rescue Alert (CRA). This has involved collaborating with the three other regional forces in developing media and publicity material to advertise and promote CRA, both internally and externally; internal presentations have been conducted to promote CRA. The CRA products have been well received and have attracted the interest of other forces outside the region, which now want to adopt Warwickshire's approach.
- The referrals unit has enhanced the professionalism and effectiveness of the service provided, and ensured a timely and co-ordinated response. An evaluation found that telephone answering performance had improved threefold, administrative burdens on officers had been removed and significantly, agency partners (representing the majority of public contact) felt that service has been improved through instant accessibility and consistent application of the response provided. Improved risk management, reliable application of policy and procedure and an increase in child-in-need referrals to social services also occurred.
- Comprehensive use is made of the CATS system to record all aspects of investigations, including strategy discussions, initial disclosures, all lines of enquiry and the decision-making rationale. Copies of relevant documents, such as original notes from social services, evidential photographs and unused material are scanned onto the CATS system, with original documents retained by the central CPU administration.
- Decisions made by CPU DSs are recorded on CATS throughout the investigation, with formal review of all cases on at least a monthly basis. All CATS records are reviewed and signed off by the DS at the end of the investigation.
- Child protection is in the force SA and the control strategy, features in the divisional NIM processes and is discussed at district daily tasking, which is attended by the CPU DS as required.
- Intelligence logs are submitted in respect of all child abuse investigations and INI

checks are completed in respect of every CPU referral.

- All officers in the CPU are accredited or in-training detectives, and receive a Special Priority Payment.
- All CPU officers and DSs have attended two Child Exploitation and Online Protection Centre (CEOP) training modules on interviewing sex offenders and internet offending. In addition, staff attend three multi-agency training events per year.
- Child abuse investigators are not routinely abstracted from the role, although they are required to undertake between four and six night duties per annum, dates of which are known in advance to facilitate duty and workload management.
- CATS is accessible by the control room out-of-hours.
- Policy dictates that at least three suspect and three victim interview tapes per officer are formally audited each year. However, there was evidence that supervisors monitor interviews on a more frequent basis and provide appropriate real time feedback. In addition, the DI quality assures 15 referrals per month and is developing a wider audit and quality assurance programme.
- An internal audit has been conducted into attendance at case conferences, which will be supported by an audit which dip-samples the regime operated by the referrals desk. Initial conferences are all attended, other than in exceptional circumstances, and the decision to send a written report to a case conference (rather than attend in person) is made by the DS.

### **Work in progress**

- Although measures and performance indicators have been developed and activity statistics have been collated since December 2005, performance data for the CPU is not currently monitored at force level.
- A formal quality assurance programme for child abuse investigation has been developed as part of the crime audit policy. An internal audit regime has commenced following the appointment of DI leads for each strand of the PVP unit.
- An SOU is to be introduced to provide a 24/7 specialist response to all allegations of sexual crime. Procedural guidance should ensure clarity of responsibility between the CPU and SOU prior to their inception.
- The LSCB has recently formed a child death review group to provide an initial county-wide review of actions by each agency, followed by a secondary process of regional review.
- The force has adopted the Centrex specialist child abuse investigation course which will be attended by new staff appointed to CPU, with an in-house training course provided for experienced officers based upon the national programme.
- Variable shift patterns are worked by CPU staff to meet both organisational and individual needs, thereby extending office hours from 8am to 6pm each weekday. However, this is currently being reviewed to ensure that duties worked maximises

the effectiveness of the unit.

- The CPU currently supplies statements and material for civil proceedings without charging for this service. The force is currently reviewing this process and is actively considering charging non-statutory agencies for statements and other material.

### **Areas for improvement**

- Comprehensive records of strategy discussions are not always completed nor recorded in the CATS record. The record should provide clarity about the parties involved, the time when the discussion occurred and the agreed decisions.
- The risk assessment component of the CATS system is not consistently completed in accordance with the force policy. The requirement for the risk assessment to be completed, and the added value to the subsequent investigation, should be reinforced.
- No formalised weekend cover or out-of-hours call-out rota exists for the CPU – instead, the force relies upon staff goodwill to respond to a call-out.
- Periods of maternity leave are not considered an abstraction and there is no formalised process for providing cover during such periods; decisions to backfill such posts are a matter for local resolution.

October 2007

## Protecting Vulnerable People – Domestic Violence

GRADE	GOOD
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### National grade distribution

Excellent	Good	Fair	Poor
1	13	27	2

### National contextual factors

There is no statutory or common law offence as such of ‘domestic violence’; the term is generally used to cover a range of abusive behaviour, not all of which is criminal. The definition of domestic violence adopted by ACPO does, however, take account of the full range of abusive behaviour as well as the different circumstances in which it can occur:

*‘any incident of threatening behaviour, violence or abuse (psychological, physical, sexual, financial or emotional) between adults, aged 18 and over, who are or have been intimate partners or family members, regardless of gender or sexuality’.*

As with the investigation of child abuse, responding to and investigating domestic violence is the responsibility of all police officers. Again, however, forces have dedicated staff within this area of work, although their roles vary. In some forces staff undertake a support/liaison role, generally acting as a single point of contact for victims and signposting and liaising with other agencies and support services; in others, staff have responsibility for carrying out investigations.

Irrespective of who carries out the investigation in domestic violence cases, an integral part of every stage is the identification of risk factors, followed by more detailed risk assessment and management. In 2004, HMIC, together with HMCPSI, published a joint thematic inspection report on the investigation and prosecution of domestic violence. At that time, risk identification, assessment and management were in the early stages of development throughout the service. Since then, there has been considerable progress in developing formal risk identification and assessment processes and - in a number of forces - the implementation of multi-agency risk assessment conferences (MARACs). Other improvements include the introduction of specialist domestic violence courts and the strengthening of joint working arrangements.

### Contextual factors

In the past year the appointment of new police staff data administrators for the domestic abuse database CATS has relieved investigating officers of administrative burdens, so they can spend more time investigating incidents and improving the service to the public. Service quality will be further enhanced by the expansion of the PVP referrals unit to include domestic abuse. The firearms licensing department has been given access to the CATS database, enabling firearms licensing officers to check applicants for any history of domestic abuse, further relieving the burden on the DAU, which previously performed these checks. A DI post has responsibility for domestic abuse and public protection and an additional DC and police constable (PC) have recently joined the unit.

The DAU has been moved to HQ to be co-located with the PVP referrals unit and PPU in a new PVP unit. The DAU is leading on the adoption of the county’s multi-agency risk

October 2007

assessment conferences (MARAC) response. MARAC has been recognised as an effective way of identifying high-risk victims, planning to keep them safe and managing risk. The force has launched a pilot project, which will inform the development of the model and ensure that effective arrangements are in place before it is implemented across the county.

The specific comments in this section should be read in conjunction with those contained in the generic PVP section of the report.

## Strengths

- The force has conducted a full review of DA, actively led by the DCC. An operations sub-group supports the work and has been effective in changing practice and raising the profile of DA, and how it should be prioritised in line with the force vision. Progress is monitored robustly through the force management board.
- All specialist officers, communications room and control room staff have received domestic abuse training based upon the Centrex modules. Additional training is planned for those few operators still to be trained.
- The Detective Superintendent (Crime Investigation) has personally delivered awareness training to operational supervisors, reinforcing the policy and procedures, the role of risk identification and assessment, the need for appropriate decision-making and prioritisation by supervisors. This has represented a significant personal commitment, especially in light of the breadth of the portfolio held. In addition, the subject of domestic abuse is included in initial training while a training package has been delivered at BCU team briefings and on the force intranet, supplemented by the roll-out of the Centrex modular package.
- In the last year, an extensive training programme has sought to ensure that front-line officers are fully aware of the change in policy regarding domestic abuse incidents. This training advocates that positive action is taken, regardless of a victim's willingness to make a complaint. This training programme has been backed up with extensive publicity using the force intranet (Bear Connections) and the force magazine (Bear Facts).
- All force forms have been redesigned by the Detective Superintendent, building on best practice nationally. These are now easy to follow and facilitate compliance with policy and procedures. In addition, training has been given to operational officers on completion of the form, including risk assessment, and user-friendly guidance has been prepared.
- The initial risk assessment process completed by the attending officers is robust; it is reviewed and scored by the sergeant. Where a high-risk victim is identified, officers are required to take action and a tactical options toolkit has been created to assist.
- Officers in the DAU have a procedural guide which is followed and completed in all cases.
- Three comprehensive standing operating procedures (SOPs) provide guidance on the initial report of domestic abuse, the response by attending officers and the responsibilities of specialist officers. Detailed guidance is provided on all operational matters, the assessment of risk and intervention strategies – this also includes a detailed toolbox for reducing risk from domestic abuse. Clear links between domestic

October 2007

abuse and other areas of PVP are explained, together with links to prostitution, forced marriage, harassment, sieges, immigration and sexual offences.

- A workload and caseload management system (CATs), has been developed and is accessible to all members of the force. Officers maintain comprehensive records of their involvement in high-risk cases, with evidence of appropriate tasking to staff and partner agencies. Supervision arrangements for domestic abuse officers are effective.
- All risk assessments are inputted to CATS by an administrator; processes have been rationalised, which enables up to 700 assessments each month to be inputted in real time.
- Incidents of domestic abuse are reviewed daily through local tasking and co-ordination, and domestic abuse is a standing agenda item at the force tasking and co-ordination monthly meetings.
- The ACC (Director of Protective Services) leads an initiative to revoke firearms licenses held by persons involved in domestic abuse incidents. A number of licences have been revoked to date, while the firearms licensing department is proactively checking records to identify historic cases.
- SNTs conduct follow-up visits after the report of domestic abuse incidents; the frequencies of such visits are tailored to the needs of victims and the circumstances of each case.
- When a report of a domestic abuse incident is made to the control room, controllers can access previous incidents through a 'previous calls' button on the system for task and operational resource management (STORM). This is in addition to the flagging of addresses where domestic abuse has historically occurred, and relevant information is passed to attending officers to assist their risk assessment process. The electronic CRM provides simple guidance on force policy and practice in this area which is used as an *aide-mémoire*.
- All incidents created or finalised with a domestic abuse qualifier must be reviewed by both an operational sergeant and control room supervisor/inspector before the incident log can be finalised.
- Daily monitoring has been introduced to ensure compliance with the positive arrest policy, submission of domestic abuse forms, STORM tagging, crime reports and supervisor endorsement. Results of daily auditing are monitored by the DCC.
- Clear criteria within SOPs specify when a referral must be made to Warwickshire Safeguarding Children teams following a report of domestic abuse.
- DA staff provide specialist advice and support to the investigation of domestic homicide. Their involvement supports the SIO but does not abstract the staff for extended periods.
- Good working relations exist with partners through the domestic abuse multi-agency team (DAMAT) which includes the police, social services (children's team), Warwickshire Domestic Violence Support Service (WDVSS) and Warwickshire County Council. An information-sharing protocol between agencies facilitates the effective exchange of information.

## Work in progress

- Domestic abuse risk assessment forms are soon to be attached to the STORM logs.
- MARACs will be implemented in September 2007 and a protocol has been agreed with partners. MARACs will be held monthly, chaired by the DCI for PVP, which will ensure consistency across the county and provide the necessary level of expertise and links with multi-agency public protection arrangements (MAPPA).
- Centralisation, expansion of the DAU and introduction of the combined PVP referrals unit will soon result in the DAU working extended hours and weekends, and with a shift from officers spending a large proportion of their time on administrative tasks to having an investigative focus conducting criminal investigations. To equip officers to be effective in these new role, domestic abuse officers will undertake relevant modules from the Initial Crime Investigators' Development Programme (ICIDP).
- Domestic abuse awareness training is being given to all operational officers against signature and attendance is monitored; 90% of all such staff had received training at the time of inspection. This is supplemented by information cards for insertion into pocket note books.
- Software which enables investigating officers to remotely access and download the content of 999 calls is to be provided – investigating officers will be able to use this as evidence in suspect interviews.
- All arrangements are now in place to introduce special domestic violence courts; these will be introduced in Warwickshire in September 2007.

## Areas for improvement

- DA officers are responsible for managing identified high-risk victims in their geographic area of responsibility. The caseload of officers is continually increasing as staff continue to manage cases until they have been inactive for twelve months, or subject to review by the DS. This is impeding the effective management of these cases and is of concern to staff, and work is ongoing with other forces to identify a solution.
- Performance indicators for DA have been developed, although the contribution of the DAU is not captured in these measurements. Consideration should be given to aligning performance measurement with partners, to secure consistency and focus.



## Protecting Vulnerable People – Public Protection

GRADE	FAIR
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### National grade distribution

Excellent	Good	Fair	Poor
2	16	23	2

### National contextual factors

The Criminal Justice and Courts Services Act 2000 led to the formation of the Multi-Agency Public Protection Arrangements, commonly known as MAPPA, requiring the police and probation services to work together as the Responsible Authority in each area of England and Wales to establish and review the arrangements for the assessment and management of sexual and violent offenders. Subsequent legislation brought the Prison Service into the Responsible Authority arrangements and also requires a range of social care agencies to co-operate with the Responsible Authority in the delivery of the assessment and management of risk in this area. These agencies include health, housing, education, social services, youth offending teams, Jobcentre Plus, and electronic monitoring services.

Under MAPPA, there are three categories of offender who are considered to pose a risk of serious harm:

Category 1 – Registered Sex Offenders (RSOs)

Category 2 – violent and other sex offenders

Category 3 – other offenders (with convictions that indicate they are capable of causing, and pose a risk of, serious harm).

To be managed under MAPPA, offenders must have received a conviction or caution. However, there are some people who have not been convicted or cautioned for any offence, and thus fall outside these categories, but whose behaviour nonetheless gives reasonable ground for believing a present likelihood of them committing an offence that will cause serious harm. These people are termed Potentially Dangerous Persons (PDPs).

Following risk assessment, risk management involves the use of strategies by various agencies to reduce the risk, at three levels:

- Level 1 offenders can be managed by one agency;
- Level 2 offenders require the active involvement of more than one agency;
- Level 3 offenders – the ‘critical few’ – are generally deemed to pose a high or very high risk and are managed by a multi-agency public protection panel (MAPPP).

In 2003, the Home Secretary issued MAPPA guidance to consolidate what has already been achieved since the introduction of the MAPPA in 2001 and to address a need for greater consistency in MAPPA practice. The guidance outlines four considerations that are key to the delivery of effective public protection.

October 2007

- defensible decisions;
- rigorous risk assessment;
- the delivery of risk management plans which match the identified public protection need; and,
- the evaluation of performance to improve delivery.

### **Contextual factors**

The PPU, including the MAPPA function, has now been co-located with the PVP unit as described above. Having these units co-located will bring about a greater degree of co-operation and the opportunity for mutual support and intelligence sharing.

The PPU consisted of two police officers, a Violent and Sex Offenders Register (ViSOR) administrator and a MAPPA co-ordinator but, following the review of protective services, PPU has received an additional DS, two additional DCs and two PCs, managed by a DI who has dual responsibility for domestic abuse and public protection. This increase in resource will ensure that the caseload of the officers in the unit is reduced, in line with national guidance.

The specific comments in this section should be read in conjunction with those contained in the generic PVP section of the report.

### **Strengths**

- The ACC (Director of Protective Services) chairs the strategic management board (SMB) and holds regular meetings with the MAPPA Co-ordinator.
- The number of dedicated officers in public protection has recently increased from two to six constables, with dedicated DS and DI posts in the PVP unit at HQ. This staffing increase will provide resilience; staffing levels were based on a caseload of 50 offenders per officer.
- Officers have received training in RM 2000 and ViSOR and attended the CEOP training modules; training for new staff has been secured.
- The MAPPA Co-ordinator is located in the PPU but managed by the probation service; the post is funded on a joint agency basis.
- The ViSOR administrator manages the home visiting process, actively tasking officers to complete home visits in accordance with recorded pending dates. The diary attachment is used by the ViSOR administrator to identify dates of future visits – a manual Excel spreadsheet is used to record completion of home visits and generate performance data.
- Responsibilities for ViSOR have been realigned to support the new PPU structure; the DS has taken on the ViSOR Supervisor role, and PPU officers are identified as ViSOR offender managers.

October 2007

- PPU officers have responded positively to the challenge of managing offenders, and significant progress has been made in the completion of home visits. All registered sex offenders (RSOs) are visited on at least an annual basis, and more frequent attention is paid to high or very high risk RSOs, who are subject to monthly or weekly visits.
- A 'home visit' booklet guides officers to ensure that comprehensive information is gathered during the home visit and subsequently populates ViSOR, helping to identify dynamic risk factors.
- The force has stipulated standards for the minimum frequency of visits to RSOs. Attainment of this standard is monitored through appropriate use of the ViSOR diary attachment that schedules visits to offenders. Recently amended force policy requires that visits are made in pairs, which reverses the current practice of attending alone. Visits will only be completed by specialist PPU officers, who are required to complete a risk assessment in advance of attending.
- All RSOs are risk assessed using Risk Matrix 2000 to identify the likelihood of reconviction. The risk assessment process is repeated on an at least an annual basis to capture any changes to static risk factors which may impact upon the risk assessment score. OASys risk assessments are completed by probation staff for relevant offenders, and are used by the MAPPa Co-ordinator to supplement RM 2000, to inform the risk assessment process and to determine the level at which an offender is managed in MAPPa.
- All RSOs and other identified offenders who meet the MAPPa criteria are subject to a MAPPa referral. A referral form is submitted to the MAPPa Co-ordinator, who assesses the risk of harm posed by that individual and determines the level at which the offender should be managed. MAPPa level 2 meetings are held on fixed days each month and MAPPa level 3 meetings are convened as required, reviewing the risk management plans on a structured and diarised basis.
- Potentially dangerous persons (PDPs) are managed by a multi-agency meeting falling outside the MAPPa structure, arranged by the MAPPa Co-ordinator. The focus on managing PDPs is through the Health Service and a 'Mental Health Risk of Harm' information-sharing protocol has been implemented.
- Following expiry of licensed supervision, offenders who were managed under category 2 MAPPa are monitored by divisional CID officers. Where increased risk of harm is identified such individuals are brought to MAPPa at category 3.
- RSOs who are no longer required to register are subject to a review process and, where continued management is required, they are categorised appropriately under MAPPa.
- The ViSOR administrator undertakes the majority of the administrative functions in the unit and is responsible for the creation of initial ViSOR records which are completed to a consistent and high standard. However, the future sustainability of this capacity should be reviewed in light of the increased number of PPU officers.
- Copies of original documents such as Sex Offender Prevention Orders (SOPOs) are scanned onto ViSOR.
- Warning markers, stating the level at which an offender is managed in MAPPa, are

October 2007

displayed on the front page of all ViSOR records, and are also displayed on STORM, the force intelligence system and the police national computer (PNC).

- Out-of-hours access to the ViSOR system is available through the force control room, where all managers and inspectors have received training.
- Specialist resources, such as the surveillance team, are accessible through tasking and co-ordination and have been used effectively to target RSOs and enforce prohibitive orders and license conditions.
- Good working relationships have been developed with other agencies, in particular with probation and prisons. Public protection officers attend parole board hearings in appropriate cases.

### **Work in progress**

- The development of performance measures for the PPU is actively being progressed.
- The SMB is developing an internal audit function whereby each agency will audit the quality of MAPPA-managed cases in their own areas of responsibility, and share the outcomes to the SMB audit sub-committee.
- Force policy requires that senior officers at DI, DCI or superintendent level attend MAPPA level 2 and level 3 meetings. A significant improvement is evident in senior officer attendance at these meetings but reliance is still placed on the PPU DCs to attend all MAPPA level 2 meetings. The appointment of dedicated specialist supervisors will promote the appropriate level of attendance at future meetings where the DI will be the appointed attendee at all MAPPA level 2 meetings and the detective superintendent or DCI will attend level 3 meetings.
- MAPPA minutes have not historically been recorded on ViSOR, and references to meetings which have taken place have not consistently been detailed in the activity log; copies of MAPPA minutes have not consistently included in the manual offender files. Arrangements to rectify this were implemented in July 2007.

### **Areas for improvement**

- The completion of ViSOR records is not consistent, and some records lack significant relevant detail such as details of conviction and antecedent information. The absence of such detail means that information is not readily available should the offender be subject to a search on ViSOR. The force should ensure that the policy and practice in this regard is consistent throughout the county, in advance of the publication of the national standards for ViSOR.
- Risk management plans are not recorded on ViSOR. While a plan will be included in the MAPPA minutes for those offenders who are managed at level 2 or level 3, no risk management plan is documented for the majority of RSOs, who are managed at level 1. It is acknowledged that a review of process undertaken in July 2007 has changed procedures and the appointment of a DI will ensure that this is addressed.

October 2007

- Managers expect that SNT officers will be aware of RSOs and dangerous offenders living in their areas. The actual knowledge held by officers of such offenders is very limited and has resulted largely from *ad hoc* disclosure or local knowledge rather than a formalised briefing process.
- Limited use is made by the control room of ViSOR access – some operational officers are not aware that such access is available.
- The ViSOR administrator has been responsible for back-record conversion of all nominal records. However, there has been no quality assurance process, nor are all users confident that the process has been robust. This responsibility will be passed to the newly appointed DS who is awaiting ViSOR training.
- Training is provided to student officers and trainee detectives in public protection and it is planned to roll this out to all operational officers and PCSOs. Despite this training, there is limited awareness of public protection and MAPPA issues among operational officers.

**Protecting Vulnerable People – Missing Persons**

GRADE

FAIR

**National grade distribution**

Excellent	Good	Fair	Poor
1	21	21	0

**National contextual factors**

Each year, thousands of people are reported to police as missing. Many have done so voluntarily and are safe from harm, whether or not they return home. But a number are vulnerable, because of age or health concerns, and the police service has developed well-honed systems to respond swiftly and effectively to such cases. For obvious reasons, missing children arouse particular concern, and many forces deploy 'Child Rescue Alert' to engage the media in publicising such cases. Key good practice in this framework are early recognition of critical incident potential, effective supervision of enquiries, the use of NIM problem profiles and other intelligence techniques to analyse repeat locations (eg, children's homes), and the use of an IT-based investigation tracking system such as COMPACT.

**Contextual factors**

The responsibility for managing and assessing the risk to a missing person lies with the force cadre of inspectors. The initial period of any missing person incident is considered to be critical and the response is dependant on the assessment of risk – low, medium or high. The rationale for selection of the risk level must be written onto the missing person report, verified by supervisors and subject to ongoing review at each stage.

Clear guidance is provided on the investigative process to be followed throughout the missing person incident, including the involvement of external agencies.

A project has been set up to implement the COMPACT database system, to record and track missing persons enquiries and train officers in its use. Funding is available to achieve this objective and the force is confident that the system will be implemented, together with training during October 2007.

The specific comments in this section should be read in conjunction with those contained in the generic PVP section of the report.

**Strengths**

- A comprehensive audit of missing person investigations was conducted in the southern BCU in February 2007 which made a number of recommendations; these are being progressed through an action plan, monitored by the force management board. Key messages have been presented at leadership forums for sergeants and inspectors, further supplemented by personal briefings on policy and procedures by the Detective Superintendent (Crime Investigations).

October 2007

- Sergeants and inspectors are aware that a high priority must be given to missing persons enquiries and that it is their responsibility to constantly review the issue of risk.
- The missing person investigation form is a comprehensive document which encompasses a risk assessment, appropriate data collection questions and decision-making guidance. The form also includes details of CRA and Sirene UK, which enables information to be shared with other countries law enforcement agencies. The form currently records all actions taken; upon completion, it must be signed by the supervisor.
- Missing person investigations are prioritised and officers are given sufficient capacity to undertake investigations according to the level of risk. Officers and staff were aware of the missing persons policy and the potential for such reports to become critical incidents.
- A short guide has been prepared using a flowchart from initial response to first response, then investigation and review, emphasising 'if in doubt, think murder'. It includes supervisors' responsibilities and review and risk identification guide
- Handover processes are robust and officers are very confident that a handover could not 'slip through the net'. In addition to the process outlined in formal policy, control room sergeants and inspectors level conduct daily handovers and all missing person reports are reviewed at daily tasking meetings.
- Access to specialist resources such as helicopter, dogs, SPOCs and high-tech crime investigation are made available when requested.
- Return interviews are conducted for all missing persons, and officers are aware of the objectives of the interview.
- The force is the regional lead for the Child Rescue Alert which went live in March 2006, and has been used for a missing child who had potentially been abducted.
- High-risk missing persons enquiries feature as critical incidents on the daily briefing, which is circulated to all senior officers in the force.

## Work in progress

- COMPACT, the missing persons IT database, was received by Warwickshire Police in May 2007. The introduction of this IT solution will address a number of the issues identified in the southern BCU audit. A robust implementation programme is planned; training will be provided, during which the key elements of force policy will be reinforced. It is anticipated that the COMPACT system will be fully operational by early 2008.
- The previous process for recording missing persons enquiries, using a paper-based system and STORM logs, creates duplication and presents difficulty in reviewing enquiries and tasking actions. It is recognised that this issue will be addressed by COMPACT.

October 2007

- Initial risk assessments result in a disproportionate number of 'high risk' designations as control room and supervisors err on the side of caution. The actions which should be undertaken for high-risk investigations, including the involvement of specialist officers, are not routinely followed as officers apply standards of 'common sense' rather than policy. Following increased awareness, there is evidence that risk is being reassessed when incidents are passed from the communications centre to territorial inspectors.
- The force has a policy for 'missing from care' cases which clarifies the responsibilities of care, residential and foster homes; it is reinforcing the requirements of this policy with operational officers as well as partner agencies and front-line staff. Arrangements are also in place with mental health establishments to provide comprehensive and timely notification of high risk missing persons.
- Missing persons investigations are considered as part of the wider major crime strategy which is currently being prepared. There are also links to the critical incident policy.
- The creation of a STORM incident log requires the creation of certain fields on the incident card, which are saved before the incident detail can be recorded. The compulsory field includes incident type, giving the controller the option of high, medium or low-risk missing person, one of which must be selected before the incident detail is fully known or any risk assessment undertaken. Subsequently, a high proportion of reports are re-categorised as high risk, as policy dictates that this will immediately escalate the response and bring the incident to the control room and duty inspectors. These factors have led to a disproportionate number of missing persons initially being classed as being high risk. To address this, training in how to risk assess missing persons has been provided and the communications centre conduct a written risk assessment on receipt of the initial call. The NCPPE format is followed.
- Clarification has recently been circulated to communication centre staff that high and medium-risk missing persons enquiries must remain live incidents on command and control. Protracted low-risk cases must be passed to the referrals desk for long-term management.
- It is intended that all missing person reports will be forwarded to the referrals desk on original notification, to ensure compliance with the Warwickshire Safeguarding Children board 'Keeping children safe and healthy' procedures.

## Areas for improvement

- Detective involvement occurs as part of the daily tasking processes on district and boroughs. However, policy dictates that the district crime manager should review the actions already undertaken, and those proposed, for all high-risk missing persons. There was no evidence of this initial grip by DCIs.
- The storage and retention of documentation following the return of missing persons is not consistent across districts and boroughs. Until COMPACT is operational there is a reliance on corporate memory and STORM to provide details of previous occurrences and intelligence in missing person cases.



## Appendix: Glossary of Terms and Abbreviations

### A

ABC	activity-based costing
ACC	assistant chief constable
ACPO	Association of Chief Police Officers
ANPR	automatic number plate recognition
APA	Association of Police Authorities
APACS	Assessment of Policing and Community Safety
ARV	armed response vehicle

### B

BAWP	British Association of Women in Policing
BCU	basic command unit

### C

CATS	case administration tracking system
CaTO	co-ordination and tasking office
Centrex	the national police training organisation
CDRP	crime and disorder reduction partnership
CEOP	Child Exploitation and Online Protection Centre
CPS	Crown Prosecution Service
CPF	corporate performance framework
CPU	child protection unit
CRA	Child Rescue Alert
CRM	control room manual
CSE	crime scene examiner

**D**

DAU	domestic abuse unit
DAMAT	domestic abuse multi-agency team
DC	detective constable
DCC	deputy chief constable
DCI	detective chief inspector
DI	detective inspector
DS	detective sergeant

**E**

EPI	enhanced policing initiative
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**F**

FIB	force intelligence bureau
FLO	family liaison officer
FSS	forensic science service

**G**

GOWM	Government Office West Midlands
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**H**

HAIG	harm analysis intelligence group
HMI	Her Majesty's Inspector
HMIC	Her Majesty's Inspectorate of Constabulary
HOLMES	Home Office Large Major Enquiry System
HQ	headquarters

**I**

IAG	independent advisory group
ICIDP	Initial Crime Investigators' Development Programme

IMS	intelligence management system
iQuanta	a web-based tool for policing performance information and analysis, developed by the PSU of the Home Office
IPLDP	Initial Police Learning and Development Programme
<b>L</b>	
LAA	local area agreement
LSCB	local Safeguarding Children board
<b>M</b>	
MAPPA	multi-agency public protection arrangements
MARAC	multi-agency risk assessment conference
MIU	major investigations unit
MSF	Most similar force(s)
<b>N</b>	
NCPE	National Centre for Policing Excellence
NIM	National Intelligence Model
NPIA	National Policing Improvement Agency
<b>O</b>	
OCG	organised crime group
OIC	officer in charge
<b>P</b>	
PACT	Partners and Communities Together
PCSO	police community support officer
PDP	potentially dangerous person
PDR	performance development review
PNC	police national computer
POCA	Proceeds of Crime Act 2004

PC	police constable
PPT	prisoner processing team
PPU	public protection unit
PSA	public service agreement
PSI	police staff investigator
PSU	police standards unit
PVP	protecting vulnerable people
<b>S</b>	
SA	strategic assessment
SAR	suspicious activity report
SARA	scanning, analysis, response, assessment
SGC	specific grading criteria
SIO	senior investigating officer
SMB	strategic management board
SNT	Safer Neighbourhood team
SOCO	scene of crime officer
SOP	standard operating procedure
SOPO	sex offender prevention order
SOU	sexual offences unit
SPI	statutory performance indicator
SPOC	single point of contact
SSU	scientific support unit
STORM	system for task and operational resource management
<b>V</b>	
ViSOR	violent and sex offenders register
<b>W</b>	
WDVSS	Warwickshire Domestic Violence Support Service