Philip Seccombe
Police and Crime Commissioner
for Warwickshire

Report to the Police and Crime Panel

Report on the work of the
Office of the Police and Crime Commissioner

1st December 2016

1) Purpose:

The purpose of this report is to provide members of the Panel with an update on the key activities that have taken place since the panel last met on 23rd September 2016.

2) Police and Crime Plan

I would like to say thank you for the Panel's report on my draft Police and Crime Plan, the comments were very constructive and I have taken them into account when finalising the plan. My formal response to the Panel's report can be found at **Appendix A**.

An Equality Impact Assessment has been undertaken on my Plan. A copy of the assessment report will be available in due course on the OPCC website.

The Police and Crime Plan is a specific agenda item in line with the Panel's work programme **(Item 6).**

3) Engagement Strategy update

My role as the Police and Crime Commissioner for Warwickshire is to work with other services to ensure the safety of the community and deliver effective criminal justice. This involves listening to people and taking their views on the issues that affect them in their community, as well as hearing the good practice and ideas for improvement which residents often tell me about.

I must also ensure that my Police and Crime Plan meets their needs and expectations, ensuring that the public has a strong voice in how their community is policed. Consultation and engagement form a fundamental part of how I will achieve this over the next four years and a comprehensive strategy is nearing completion in draft form. This will detail:-

- How I will consult with the public and stakeholders on a range of specified topics to understand and listen to their views and ensure due consideration is given to them when policy and decisions are made;
- How I will engage widely providing residents and stakeholders with the opportunity to discuss issues that impact and affect them.

As a result of these activities I aim to have a better understanding of:-

- The public's and stakeholders' needs and expectations of the police and local partners;
- How effectively Warwickshire Police and partners currently meet those needs;
- What needs to change in order to meet these needs in the future.

This will give me an informed position to hold the Chief Constable and local partners to account to ensure that the services they deliver to the public continue to improve.

A copy of the draft strategy will be circulated to Panel members for comment and feedback in the next few weeks. A final version of the strategy will be shared with the Panel at their meeting on 3rd February 2017.

4) PCC Grant Scheme 2017-18

I was pleased to launch the opening of my grant scheme for 2017-18 at the countywide 'Building a Stronger Warwickshire Together Conference' held on 9 November 2016.

The grant scheme aims to fund projects that will deliver "A safer, more secure Warwickshire". It is open to both established and new service providers. Applications are welcomed from community, voluntary, third sector and statutory organisations which deliver services either county-wide or targeted in one or more local authority areas within Warwickshire.

Guidance notes, terms and conditions and the application form are available to access on the OPCC website to help organisations decide whether or not they can apply to the scheme.

The grant scheme closes at noon on the 22 December 2016. All applications and required documents must be received electronically by the deadline to opcc@warwickshire.gov.uk. Late or incomplete submissions will not be accepted or evaluated.

My office will be undertaking a rigorous evaluation process of all applications received.

5) Understanding Outcomes performance

Prior to the PCC election in May 2016, my office had identified that in terms of Outcomes performance improvements were required by the force, for this reason I have specifically referenced in my Police and Crime Plan that I will be holding the Chief Constable to account for improving the outcomes of reported crime with the aim to improve performance. A report has been compiled by Warwickshire Police in relation to understanding outcomes performance which will be presented at **Item 5**. Many aspects of the analysis report are positive, particularly in relation to the most serious crime types; however there is room for improvement in respect of outcome performance for traditional crime types. I will therefore continue to seek assurance from the force that the quality of investigations undertaken by officers is of the highest standard.

6) Increase in total recorded crime

Holding the Chief Constable to account for force performance is a key part of my role as Commissioner. As I have learnt since being elected the nature of crime is changing and the scrutiny nationally placed on forces to accurately record crime has had a significant impact on all forces over the last 18 months. Despite this I seek regular assurance from the force that they understand the level of actual crime taking place across the county and are responding to it appropriately.

A report has been compiled by Warwickshire Police in relation to understanding the increase in total recorded crime which can be found at **Appendix B**. As detailed in the report it is becoming increasingly clear that the level of recorded crime will continue to rise over the coming years.

7) Force Performance:

The Quarter 2 Warwickshire force performance report can be found at **Appendix C**. On receipt of the report I asked specific performance questions to the Chief Constable and Chief Superintendent Alex Franklin-Smith. The responses to my questions were shared at the Planning and Performance working group meeting held on 2nd November 2016.

8) Her Majesty's Inspectorate of Constabulary (HMIC) PEEL Efficiency Inspection:

I am pleased to report that Warwickshire Police has been rated as 'Good' as part of HMIC's PEEL Efficiency Inspection.

The HMIC PEEL programme draws together evidence from its annual all-force inspections. The evidence is used to assess the effectiveness, efficiency and legitimacy of the police. HMIC introduced these assessments so that the public will be able to judge the performance of the force and policing as a whole.

The latest report determines how efficient is the force at keeping people safe and reducing crime. In all categories, Warwickshire Police was graded as 'good', with HMIC noting that it is well-prepared to meet its future financial challenges.

In summary, the force was graded 'good' for:

- How well does the force understand its current and likely future demand;
- How well does the force use its resources to manage current demand;
- How well is the force planning for demand in the future.

I am confident that the investment I have committed over the term of office to modernise technology as part of my Police and Crime Plan will play a further significant part in delivering the force Vision 2020 and addressing future demand.

The inspection report and my response to the Home Secretary in relation to the inspection findings can be found at **Appendices D and E.**

9) Deployment of Special Constables

At the Panel meeting held on 23rd September 2016 members requested clarification on where Special Constables were deployed. A briefing note detailing the management and deployment of Special Constables in Warwickshire can be found at **Appendix F**.

10) Stop and Search Disproportionality Data

At the Panel meeting held on 23rd September 2016 members requested Stop and Search Disproportionality data. A report providing an overview of the use of Stop and Search in Warwickshire, along with the disproportionality data can be found at **Appendices G and H**. As explained at the previous meeting I scrutinise this area of business through representation at the quarterly Alliance Stop and Search Strategic Board, assurance through the independent scrutiny of data by the Independent Advisory Groups (IAGs), via the Hate Crime Incident Partnerships (HIPS) and the findings of HMIC.

11) Cyber Crime

Cyber crime is identified as a Tier 1 national threat, while the latest Crime Survey for England and Wales only serves to emphasise how the nature of crime is changing. The most common type of crime people and businesses suffer is now fraud and other internet-related offences, as criminals

have increasingly shifted their focus to an online digital world. Our response needs to change accordingly – both in terms of law enforcement and as users of digital services.

A priority for me is to ensure Warwickshire Police and partner agencies are ready to prevent and tackle cybercrime head on. We know that cybercrime works across territories, borders, even continents, and is not confined to one force area. This is a problem which cannot be solved solely by enforcement action. The best defence is for people and businesses to be aware of the simple steps they can take which can prevent the majority of offences taking place and increasing awareness of these will remain a high priority during my term of office.

For these reasons I am keen to continue to support the role of the cyber crime adviser posts in the county, so they can continue to empower the communities of Warwickshire to be safe and secure in a digital age. Furthermore I will be holding the Chief Constable to account for training frontline officers to enable them to provide cyber crime prevention advice and ensuring the force has the digital investigation capability and capacity to manage this increasing area of demand. As a result of recent correspondence from Sir Tom Windsor (HMIC) seeking PCC views on what the inspectorate should focus on in future inspections programmes I have responded by suggested that a focus should be placed on digital capability.

At a national level PCC Martyn Underhill (Dorset) has been invited by the Home Secretary to sit on the Joint Fraud Taskforce Oversight Board. The Taskforce will include the Home Secretary and a small group of leaders from the banking sector, law enforcement and the wider counter-fraud space, to challenge; prioritise and focus the work of the taskforce, and to unblock any barriers to a deeper, more effective collaboration on tackling and preventing fraud. I will be following with interest the work undertaken by this group.

Following on from last year's Warwickshire cyber crime survey, this year I have joined together with the Police and Crime Commissioners for West Mercia and the West Midlands, along with Warwickshire County Council and partners, to undertake a second annual cyber crime survey to assess the impact online crime is having around the region. This latest survey will seek to examine how the picture has changed across the region over the past 12 months and whether residents are more aware of the dangers that can be posed online and the things they are able to do to minimise these risks. I would encourage members to complete the survey and to circulate it publicly through their networks. The survey can be found at https://www.surveymonkey.co.uk/r/RegionalCyber16

A presentation from Alex Gloster, Warwickshire Cyber Crime Adviser, is a specific agenda in line with the Panel's work programme **(Item 4)**

12) Summary of activity since 23rd September 2016

The list is not exhaustive but I have attended the following meetings / events:

- Continued to meet the Chief Constable in private on a weekly basis to hold him to account as detailed above. This has developed into a mature meeting and the records of the open sessions continue to be published on the OPCC website.
- Met with Her Majesty's Inspector Wendy Williams.
- Visited Futures Unlocked (PCC funded project)

- Launched by 2017-18 PCC grant scheme at Building a Stronger Warwickshire Together Conference
- Attended the Place Partnership Limited (PPL) Annual General Meeting
- Presented my Police and Crime Plan at Safer Warwickshire Partnership Board (SWPB)
- Attended the Alliance Performance Management Group
- Attended the Association of Police and Crime Commissioners (APCC) General Meeting
- Attended the Nuneaton and Bedworth Neighbourhood Watch Queen's Award celebration event
- Went on patrol with Rugby Street Pastors
- Attended the North Warwickshire Resources Assurance Group
- Attended South Warwickshire Community Safety Partnership Meeting
- Visited the Alliance Firearms Licensing Unit
- Received a briefing on Business and Rural Crime
- Visited Hill Street Youth Club and observed their Hate Crime Workshop
- Attended the regional meeting of PCCs and Chief Constables
- Attended my second Trust, Integrity and Ethics Committee meeting
- Attended Nuneaton and Bedworth Safer Communities Partnership (NABSCOP) meeting
- Chaired the Alliance Governance Group meeting (AGG)
- Attended the National Conference for Police Professional Standards
- Met with the Special Constabulary
- Met with the Regional Head of the National Probation Service (NPS) and the Alliance Head of the Community Rehabilitation Company (CRC) to discuss performance

13) Decisions of the PCC

I have made the following decisions since the last Police and Crime Panel meeting:

WPCC20007 - National Police Chaplaincy

WPCC20008 - Vehicle Telematics System

WPCC20009 – Not for publication

WPCC20010 - Not for publication

WPCC20011 - Licence for Occupation of Car Park at Stratford Police Station.

WPCC20012 - Decision Making Process (Not ready for publication)

WPCC20013 - Additional Policy and Research Officer

WPCC20014 - Transport Purchasing Consortium Collaboration Agreement

WPCC20015– Automatic Number Plate Recognition

A copy of the non-exempt completed decision forms will be published on the OPCC website together with any relevant documents in due course.

Appendices:

Appendix A – Response to the Panel's report on the draft Police and Crime Plan

Appendix B – Increase in recorded crime

Appendix C - Quarter 2 Warwickshire force performance report

Appendix D - HMIC PEEL INSPECTION Police Efficiency 2016 report

Appendix E - HMIC PEEL INSPECTION Police Efficiency 2016 - Letter from PCC Seccombe to Home Secretary

Appendix F – Management and Deployment of Special Constables in Warwickshire

Appendix G – Stop and Search

Appendix H – Stop and Search data

Police and Crime
Commissioner
Warwickshire

21st November 2016

Warwickshire Police and Crime Panel
Democratic Services, Law and Governance,
Resources Group,
P.O. Box 9,
Shire Hall,
Warwick,
CV34 4RR

Warwickshire Office of the PCC
3 Northgate Street
Warwick
Warwickshire CV34 4SP

Philip Seccombe, TD
Police and Crime Commissioner

Tel: 01926 412322
E-mail: opcc@warwickshire.gov.uk

Dear Mr Verso,

RE: Police and Crime Panel response to the Draft Police and Crime Plan

Thank you for report detailing the Panel's response to my draft Police and Crime Plan. I found your comments very constructive and useful. I will detail in this letter my response to each comment.

Targets and success measures:

As discussed at the meeting on 23 September 2016 the Home Office abolished police performance targets in 2010. A review into the use of targets in policing commissioned by the former Home Secretary in 2015 further emphasised that the police need to go further in order to tackle a culture of narrow target-chasing and box-ticking which has got in the way of officers doing their jobs. For this reason there are no police targets in my plan, albeit I do give credence to national recommended timescales in relation to response times and recording and finalising police complaints.

My office is working closely with the Alliance and West Mercia OPCC to develop a new performance framework and ways of measuring success in light of the two new Plans. This work will be incorporated into the monthly and quarterly force performance reports and within my Delivery Plan.

In terms of how my performance will be measured I envisage it is the role of the Panel to advise on this, but in relation to the Chief Constable I will be undertaking an annual formal Performance and Development Review (PDR) where I will agree his personal objectives for the year ahead and discuss his performance in delivering my plan.

Specific Comments:

I acknowledge the Panel's comments on the need for a stronger emphasis in the Plan on solving crimes and achieving positive outcomes. I have now made a specific reference to outcomes under the objective 'Ensuring Efficient and Effective Policing'.

In relation to the Panel's comments that the Plan should provide a clearer commitment to equality and diversity I have now embedded the Alliance equality objectives throughout the plan. My office has undertaken a comprehensive Equality Impact Assessment of the Plan

which identified that it was an omission on my part not to specifically reference gender reassignment within the objective 'Putting Victims and Survivors First'. This omission has been corrected.

In terms of looking at the longer term future, I agree with the Panel's comments that the county is going to face additional pressures due to the developments planned. I now explicitly acknowledge within the Plan that I will need to closely scrutinise the impact of the future demand to ensure it continues to be planned for and monitored effectively.
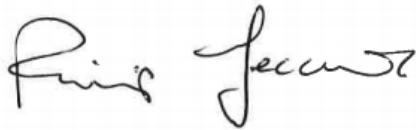
Tackling cyber crime is a key commitment for me and although I do not seek to set it as an objective in its own right, I have strengthened my wording around cyber within the Plan.

I concur that the *sentence "Use any under-spends to further minimise the need to us borrowing to fund capital expenditure"* could be misinterpreted as a policy commitment, therefore I have re-worded the sentence to say *"Consider using any under-spends to further minimise the need to use borrowing to fund capital expenditure"*.

In my opinion it is an operational matter on how Special Constables are used, with the Specials themselves having the opportunity to input on where their skills would be best used. I do however wish to promote the benefits of the Special Constabulary ensuring people with a broad mix of skills and backgrounds are encouraged to offer their time with a view to increasing the impact and effectiveness these roles have in supporting regular officers.

Thank you once again for your helpful comments and I welcome your comments on my final version of the Police and Crime Plan at the meeting on 1st December 2016.

Yours sincerely

Philip Seccombe TD
Police and Crime Commissioner

MEMO REPORT

To:	CC Martin Jelley	Date:	13th November 2016
Ref:	Increase in Recorded Crime		
From:	Debbie Tedds/Lisa Trunks	Station/Dept:	SSI
Ref:		Tel/Ext No:	4232

Increase in Recorded Crime

Introduction

Along with other police forces in England and Wales, Warwickshire Police saw an increase in recorded crime in 2015/16. This was seen across the majority of crime categories, although larger increases were being shown within violent crime and sexual offences. The contributing factors to this increase were well documented (implementation of the Crimes electronic recording system, changes to Home Office counting rules, 'Saville' effect and tighter recording practices) and, given that the increase was seen nationally, we reported that the increases were driven by a change in process and greater emphasis on a victim focus, rather than an unprecedented increase in offending. We also predicted that this increase would stabilise during the last 6 months of the crime year 15/16 which it did.

Within the first 6 months of this crime year (April to September) Warwickshire has seen an 11% increase in total recorded crime (1,854 offences) compared to the same period within 2015. The latest national report for the Crime Survey for England and Wales (published in October 2016) confirms that the vast majority of forces continue to see an increase in recording, particularly in relation to violent, public order and sexual offences. The report highlights that these increases need to be seen in the context of the renewed focus on the quality of crime recording and subsequent improved compliance with National Crime Recording Standards following HMIC inspections.

This paper seeks to explain some of the drivers which are causing the increase in total recorded crime and those categories where we predict that this increase will continue.

There are a number of reasons for the increase which are detailed below:

- Continued impact of Crime Data Integrity,
- Changing nature of crime
- Greater collaboration and co-location with partners
- Increases in crime category recording

Continued impact of Crime Data Integrity

In line with seeking to continue to improve compliance with Crime Data Integrity and Home Office Counting Rules we continue to support the principal of conducting investigations in a victim centred way and ensuring all offences reported to us are recorded at the earliest opportunity. Internal audits suggest that as an Alliance we are within the region of 82% compliant, which we continue to seek to improve. Following the Crime Data Integrity inspection in 2014 (where concerns were raised nationally about data quality, inaccuracies and inconsistencies between forces in recording crime), HMIC concluded that nationally forces were under recording all crime by approximately 19%.

Violent and sexual offences were identified as crime categories where under recording was most prevalent. The scrutiny, governance and grip that was applied by the Force at this time has continued, with significant training and awareness being raised regarding the need for greater compliance with the Home Office Counting Rules.

In 2014 HMIC assessed Warwickshire as 82% compliant, though since this time there has been a refocus of compliance activity. CDI has continued to develop with greater focus being applied to less traditional reporting mechanisms through which previously crimes would not have been recorded. This work has identified new routes within internal processes, such as intelligence logs and partnership structures, through which crimes can now be identified and recorded. These new reporting routes have had an impact on total recorded crime figures and we expect this to continue for some time as this work develops. This is recognised nationally as a continuation of the 'CDI effect'.

Changing Nature of Criminality

Nationally it is recognised that criminality and demand on police resources is changing and areas which we recognise as higher harm and vulnerability are showing large increases.

Some of those areas which are being reported include:

- **Child sexual exploitation** - NCA Child Sexual Exploitation Referral Bureau report receiving over 1,800 referrals a month compared with 400 a month in 2010. They state that advances in technology pose a significant challenge for law enforcement with live streaming, cloud storage and new challenges in identifying online offenders
- **Child abuse** – between 2011/12 and 2015/16 NSPCC saw a 29% rise in the number of contacts to their helpline concerning abuse and neglect. Between 2010/11 and 2014/15, the number of police-recorded sexual offences against under-18s rose by 80%. Over the same period police-recorded offences of cruelty increased by 46%. Police-recorded offences relating to "obscene publications" including production, distribution and viewing of child abuse images has risen by 134%.

  - In Warwickshire Child at Risk markers have been used since April 2015. Between April – Sept 15 and Apr – Sept 16 there has been a 68% increase in the number of offences with this marker
  - Many of these are offences recorded following a third party referral. As these partner relationships continue to develop we expect the volume of these offences to continue to rise

- **Organised immigration crime** - The highest priority Organised Immigration Crime (OIC) threat is clandestine activity where individuals arrive in the country in lorries and containers. This clearly poses a threat to the lives of those concealed

  ➢ Across the Alliance volumes of detained clandestine entrants have reduced in recent months. Key locations continue to be motorway service stations, including Corley on the M6 and Warwick on the M40

- **Cyber crime** - Cyber crime is becoming more aggressive and confrontational, with a rise in easy-to-execute criminal tools, many designed to extort money from victims. The UK lost nearly £11bn over the last year to fraud & cyber crime

- **Economic crime** - There may be many more UK victims of fraud than previously thought. Estimates of fraud based on the Crime Survey of England and Wales report from October 2015 suggested there could have been over five million cases of fraud in the last year. The majority of financial fraud is not reported to the police, however…Latest National statistics showed an annual rise of 5% in frauds referred to the police

  ➢ Reported incidents of fraud & cyber crime cost individuals and businesses £11mn over the last year in Warwickshire (source: national Get Safe Online survey)
  ➢ There has been a continued increase in the number of offences flagged as cyber crime in Warwickshire and we believe the marker is still not used comprehensively
  ➢ Fraud offences are generally referred to Action Fraud for action. From October 2016 a new national policy will see Action Fraud referring triaged investigations back to the Force to provide victims with an appropriate response. Demand around this area is therefore likely to increase.

- **Modern slavery and human trafficking** – 3,266 potential victims were referred through the National Referral Mechanism (NRM) in 2015, a 40% increase on 2014.

  ➢ In Warwickshire there have been only a small number of modern slavery offences recorded. However the anti slavery commissioner has recently expressed concern that forces are under recording these offences and there is therefore pressure nationally to improve recording

Greater collaboration and co-location with partners

Warwickshire Police continues to invest in and develop partnership arrangements in line with Vision 2020 and supporting being great at protecting the most vulnerable. Greater collaboration and co-location has been achieved through the development of local safeguarding hubs (MASH) and Harm Assessment Units. Due to the nature of the close working, information sharing and joint decision making these are providing additional opportunities for individuals to report offences as well as providing an environment where further, previously unrecorded, offences are being identified and subsequently recorded. These partnership arrangements include schools and social / child services. It is therefore perhaps not surprising that much of the increase in violent crime is recorded via a partner referral and is related to a vulnerable child. A recent sampling exercise showed that 40% of both violent and sexual offences across the alliance with a child at risk marker were recorded following referral from another agency i.e. through the MASH.

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Following a recent training initiative between the alliance crime auditors and staff within the Harm Assessment Units, aimed at improving awareness of crime recording standards, it is expected that the volume of offences recorded to the police in this way will continue to increase.

Increases in crime category recording

The Home Office categorise the large number of specific offence types into a small number of headline groupings. The table below indicates the change in the volume of recorded crimes within these top level groups.

	Apr-Sep 2015	Apr-Sep 2016	% Change
Violence with Injury	1881	2146	14.1%
Violence without Injury	2330	3041	30.5%
Rape	156	206	32.1%
OSO	345	450	30.4%
Theft	7660	8099	5.7%
Domestic Burglary	763	801	5.0%
Burglary Other	975	1037	6.4%
Vehicle Offences	1635	1756	7.4%
Theft from Person	158	173	9.5%
Bicycle Theft	323	397	22.9%
Shoplifting	1497	1678	12.1%
Other Theft	2309	2257	-2.3%
Criminal Damage & Arson	2280	2055	-9.9%
Other Crimes Against Society	1364	1873	37.3%
TOTAL RECORDED CRIME	**16016**	**17870**	**11.6%**

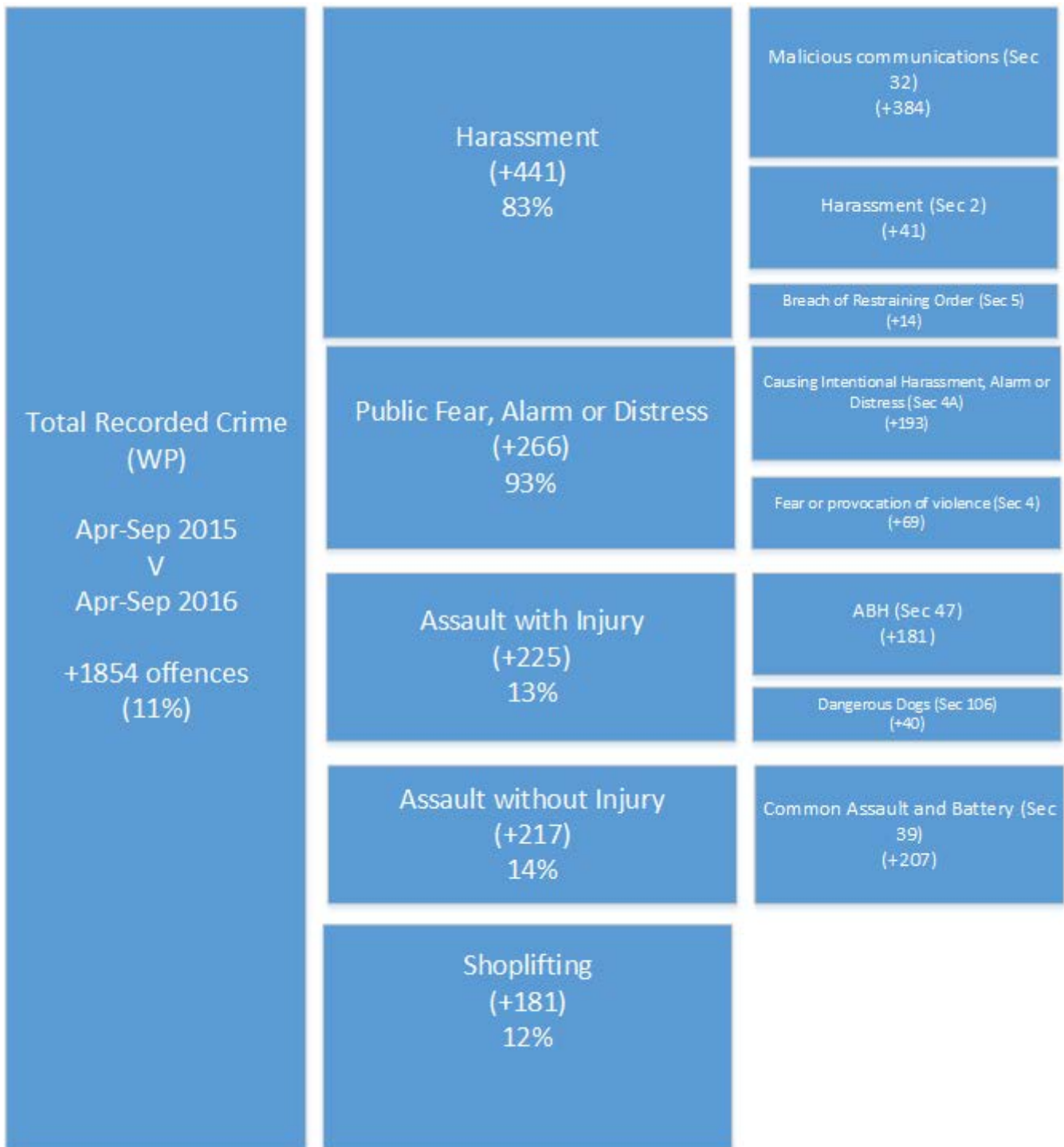Each of these crime groupings includes a number of specific offence types. Within these, there are 5 main drivers that are affecting the uplift in total recorded crime. These are:

- Harassment
- Public Fear, Alarm or Distress
- Assault with injury
- Assault without injury
- Shoplifting

The below chart identifies these sub-categories and those specific offence types within them that are experiencing the most significant change.

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TOTAL RECORDED CRIME - WARWICKSHIRE

Total Recorded Crime (WP) Apr-Sep 2015 V Apr-Sep 2016 +1854 offences (11%)	Harassment (+441) 83%	Malicious communications (Sec 32) (+384)
		Harassment (Sec 2) (+41)
		Breach of Restraining Order (Sec 5) (+14)
	Public Fear, Alarm or Distress (+266) 93%	Causing Intentional Harassment, Alarm or Distress (Sec 4A) (+193)
		Fear or provocation of violence (Sec 4) (+69)
	Assault with Injury (+225) 13%	ABH (Sec 47) (+181)
		Dangerous Dogs (Sec 106) (+40)
	Assault without Injury (+217) 14%	Common Assault and Battery (Sec 39) (+207)
	Shoplifting (+181) 12%	

The recording of **harassment** offences has increased significantly in 2016. This grouping includes both verbal and written instances of harassment, including via email and social media (known as malicious communications). This became a notifiable offence in April 2015 and volumes have increased by 173% in the 6 months April – Sept 2016 compared to the same period in 2015. Given the nature of these offences, we expect to see volumes continue to rise. The increase in the recording of harassment offences has been seen nationally as well as in Warwickshire.

In addition to these offences, there has also been a notable increase in **public order harassment** (both sec 4a and sec4 offences). As this increase is also seen across most forces, it is thought to be a wider consequence of the crime recording inspections and the subsequent improvement in ethical crime recording. Again, volumes are likely to continue to increase.

Across the alliance we have seen an increase in the recording of violent crime, most notably **ABH** and **common assault** offences. Much of the uplift in ABH offences is attributable to disclosures through third party agencies and the partnership arrangements discussed above. As these partnerships continue to mature we would expect the number of offences recorded through these referrals to increase.

Across Warwickshire we have also seen an increase in **shoplifting** offences. Senior Officers have requested a renewed local focus on known locations and prolific offenders to address this increase.

In addition to the above increases, the volumes of both **rape** and **other sexual offences** have also seen growth in 2016 (rape 32%; other sexual offences 31%). There has been an increase in both 'current' and 'non-recent' offences, indicating this is not just the impact of historic reporting. Volumes are being influenced by the forces partnership arrangements and other emerging ways of reporting offences, as discussed above. A recent sampling exercise indicated that over half of all other sexual offences involved a vulnerable child and 40% of these were recorded after being referred to the police from other agencies. Also, almost half (46%) were linked to at least one other offence e.g. where one victim was subjected to multiple offences, or one defendant was identified in multiple offences. The recording and investigation of sexual offences receives scrutiny through regular RASSO (Rape and Serious Sexual Offence) board meetings.

The table below indicates the longer term change profile for offence types highlighted in the alliance control strategy. All have seen an increase over recent years indicating both a changing and increasing demand on resources. Many of these offences are complex in nature.

|		Oct 12 - Sept 13	Oct 13 - Sept 14	% change	Oct 14 - Sept 15	% change	Oct 15 - Sept 16	% change	change 12/13 - 15/16	NOTES:
Cyber crime					134		404	201%		Marker introduced in April 2014
Child at Risk	*offences*				779		1465	88%		
	crimed incidents				1037		1892	82%		
	TOTAL				1816		3357	85%		Markers not robustly used till 2015/16
CSE	*offences*				105		201	91%		
	crimed incidents				74		96	30%		
	TOTAL				179		297	66%		Markers not robustly used till 2015/16
Rape - current		69	99	43%	117	18%	160	37%	132%	Rec. within 28 days of committed date
Rape - all		152	187	23%	286	53%	378	32%	149%	
OSO - current		208	219	5%	325	48%	414	27%	99%	Rec. within 28 days of committed date
OSO - all		364	368	1%	596	62%	749	26%	106%	
Domestic Abuse	*offences*	1287	1503	17%	3338	122%	4538	36%	253%	
	crimed incidents				4813		4483	-7%		
	TOTAL				8151		9021	11%		Incidents only recorded from Aug 2014
Vulnerable Adult	*offences*				559		1008	80%		
	crimed incidents				2413		4164	73%		
	TOTAL				2972		5172	74%		
Hate Crime	*offences*	241	159	-34%	302	90%	483	60%	100%	
	crimed incidents	152	114	-25%	123	8%	107	-13%	-30%	
	TOTAL	393	273	-31%	425	56%	590	39%	50%	
VAP with Injury		2625	2645	1%	3288	24%	4020	22%	53%	
VAP without Injury		1626	1599	-2%	3575	124%	5346	50%	229%	

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Alongside crime recorded by the police, the Crime Survey for England & Wales (CSEW) provides an independent measure of the public's true experience of crime, through face to face interviews. The latest data shows there is no significant change in the levels of crime compared to previous years, therefore supporting the belief that the increase in police recorded crime reflects factors other than a notable rise in actual levels of offending.

However, we continue to monitor trends and performance against other forces to try to identify where there are genuine increases in offending.

Incident Demand

The change in demand on the Force is also seen in the profile of calls for service. The below graphic shows the demand recorded via the OCC in respect of calls for service across Warwickshire. In the last 12 months, whilst the amount of 'calls for service' being received by the force has increased, the volume of incidents relating to the reporting of crime have remained fairly stable from 2014/15, however there has been an 8% increase in the number of public safety/welfare incidents, principally relating to concern for safety.

Warks - 3 Yr Profile of Incident Groups - By Volume, % Change and Change in % Share

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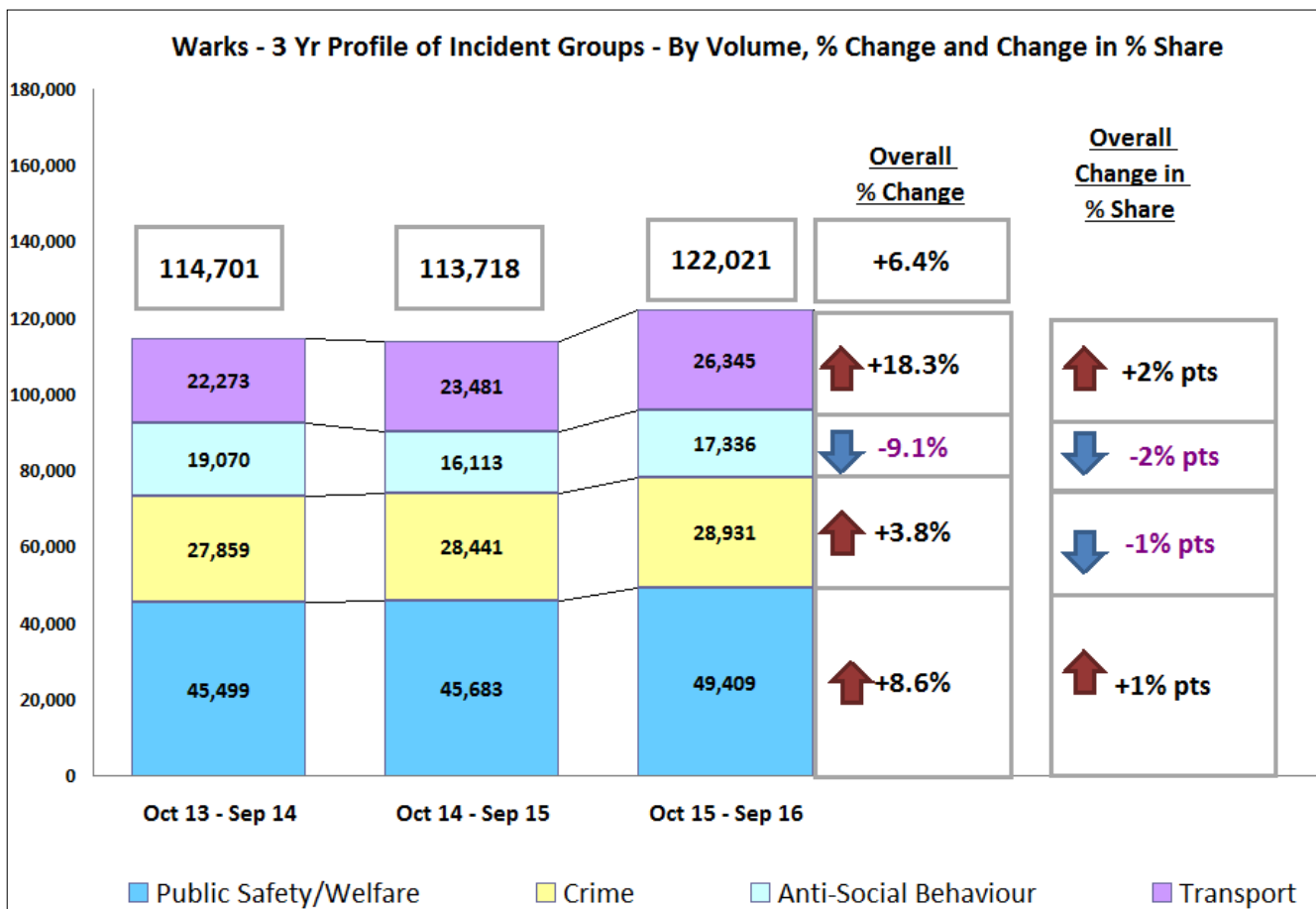
Summary

The continued increase in recorded crime is not unique to Warwickshire, and is a trend that we have seen across most forces. Latest national analysis attributes the increase to improved crime recording processes and victims having greater confidence and more opportunities to report incidents to the police. Third party referrals through improved partnership working arrangements (e.g. MASH) has also had a significant impact. This is mirrored within the National Organised Crime Strategic Assessment which has identified the increase in demand around vulnerability in particular is creating a strain on law enforcement. Due to the complexity of such criminality and skills required these types of offences are taking officers longer to deal with them effectively than previously more traditional crime types. This has an obvious impact on the timeliness around Outcomes.

We believe these are the same drivers for the increase in total recorded crime levels across Warwickshire and we anticipate this increase will continue for some time. The Force is continuing to invest in training and support for all staff so that our crime recording practices and crime recording standards are high, and our investment in improved technology will play a significant part in these improvements. Further changes to national crime recording processes cannot be discounted and a specific example of a further change that will be introduced next year is the offence of burglary. Whilst the offence of burglary dwelling currently excludes outbuildings such as sheds and garages not attached to a dwelling, these will be included under a new category of burglary-residential as of April 2017. As a result, we can expect to see an increase in burglary-residential offences which could lead to an assumption that burglary dwelling offences are increasing when in fact they are not. Whilst it is recognised this is a crime type classification change it will be important for the Force and partners to understand whether or not 'actual' increases are being seen so that appropriate prevention and enforcement activity can take place.

We will continue to closely monitor all crime and incident trends, particularly in relation to vulnerable groups, to ensure we are in a position to address any areas for concern in a prompt and timely manner.

Performance Summary (Warwickshire)

July - September 2016

Author:	Performance Review
Date:	October 2016
Version:	1
GPMS marking:	

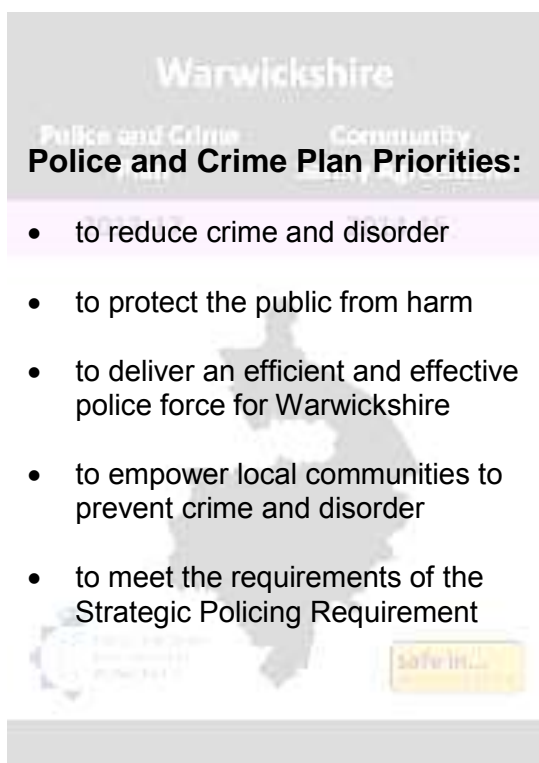**Summary**

Topic	Data	Activity	Page
To Protect Communities from Harm			
Confidence	Above national average.	Next national data set to be published late October 2016.	4
Hate Crime	Small increase on previous quarter and above the quarter average.	Hate Crime Awareness Week events planned for 8th – 15th October. First Hate Incident Partnership Panel held in September.	5
Victim Satisfaction	No significant change – remains stable at 85%.	Significant local activity to improve follow up service. Rape and DA surveys now live.	7
Outcomes	Small decrease in total outcome rate compared to same period 2015/16.	Redesign of outcomes performance framework and development of outcomes 'Action Plan'.	8
Repeat Victimisation / Offending	Record level data used to identify repeat victims and defendants.	Work ongoing to increase the no. of high harm offenders managed within the IOM scheme.	10
Missing Persons	No. of reports comparable to previous quarter. Profile of missing cohort remains stable.	Pro-active work ongoing including targeted work with care homes.	12
To Reduce Crime & Disorder			
Violence with Injury	Small increase on previous quarter and above quarter average.	Analysis delivered to Local Policing senior officers.	15
Sexual Offences – Rape	Comparable volume to previous quarter but above quarter average.	Analysis delivered to Head of Protective Services.	16
Sexual Offences – Other	Decrease on previous quarter but above quarter average.	Analysis delivered to Head of Protective Services.	17
Domestic Burglary	Increase on previous quarter and above quarter average – driven by increase in South Warwickshire.	Work undertaken with IOM and Intel to identify and detain IOM defendants linked to burglary series.	18
Robbery	Small increase on previous quarter and quarter average.	Development of alliance wide approach to serious acquisitive crime	19
Business Crime	Increase on previous quarter. Anticipated increase in monthly average next month.	'Your Business Matters' activity continues.	20
Rural Crime	Increase on previous quarter due to high volumes in August and September.	'Rural Matters' activity continues	21
Domestic Abuse	Increase on previous quarter and above quarter average.	Activity is being undertaken through Local Policing and Tasking.	22
Child at Risk / CSE	Increase on previous quarter and above quarter average.	Partnership arrangements continue to provide greater opportunities for offence & incident reporting	24
Cyber Crime	Small decrease on previous quarter but above quarter average.	Additional services to be provided to cyber crime victims from October.	25
Anti-Social Behaviour	Increase compared to previous quarter and above the quarter average.	Changes in recording of ASB being implemented – expect increased vols	26
Road Traffic Casualties	Decrease in KSIs compared to the previous quarter.	High harm routes subject to daily tasking.	27
Response Times to Emergency Incidents	% incidents attended within 20 mins remains below 90% aspiration	Activity and analysis ongoing to improve data quality.	28
To Ensure an Efficient and Effective Police Service			
Sickness	Officer sickness comparable to previous quarter. Staff sickness shows small improvement on previous quarter.	The 2016 Staff Survey will be launched in October.	30
Complaints	Improvements in recording timeliness compared to the previous quarter and above 80% aspiration.	Subject to ongoing monitoring	32
Firearms Licensing	Temporary Permits issued to ensure all license holders are certified.	Kier commissioning review being finalised	34

Performance Summary

1. Introduction

This performance document aims to report on areas of performance that relate to the priorities contained within the Police and Crime Plan and key areas of risk identified in the Alliance Control Strategy.

This report covers the second quarter of the performance year and shows a developing picture of force performance across a broad range of data. The report does not report on all aspects of performance, though comments on areas of high harm and other areas where there has been a notable change. The force monitors a wide range of other information to support the management of performance. This document is used as the basis of accountability both by the force and PCC and feeds into the Performance Management Group, chaired by the Deputy Chief Constable, where senior leaders explore performance and improvement activity in more detail.

Police and Crime Plan Priorities:

- to reduce crime and disorder

- to protect the public from harm

- to deliver an efficient and effective police force for Warwickshire

- to empower local communities to prevent crime and disorder

- to meet the requirements of the Strategic Policing Requirement

The Control Strategy identifies priorities based on assessment of areas of highest risk and harm.

2. Summary of Performance

Aim: To Protect Communities from Harm

2.1 COMMUNITY

2.1.1 Confidence in Police

Public confidence in the police is measured through the national Crime Survey for England and Wales (CSEW). The data is published quarterly, with the latest update covering the period to March 2016. The next update will be published in late October 2016 and will therefore be included in the November monthly summary.

The force has seen a general improvement in confidence levels felt by local communities and continues to be above the National average (78%). 8 in 10 people (80%) have confidence in the police in their local area.
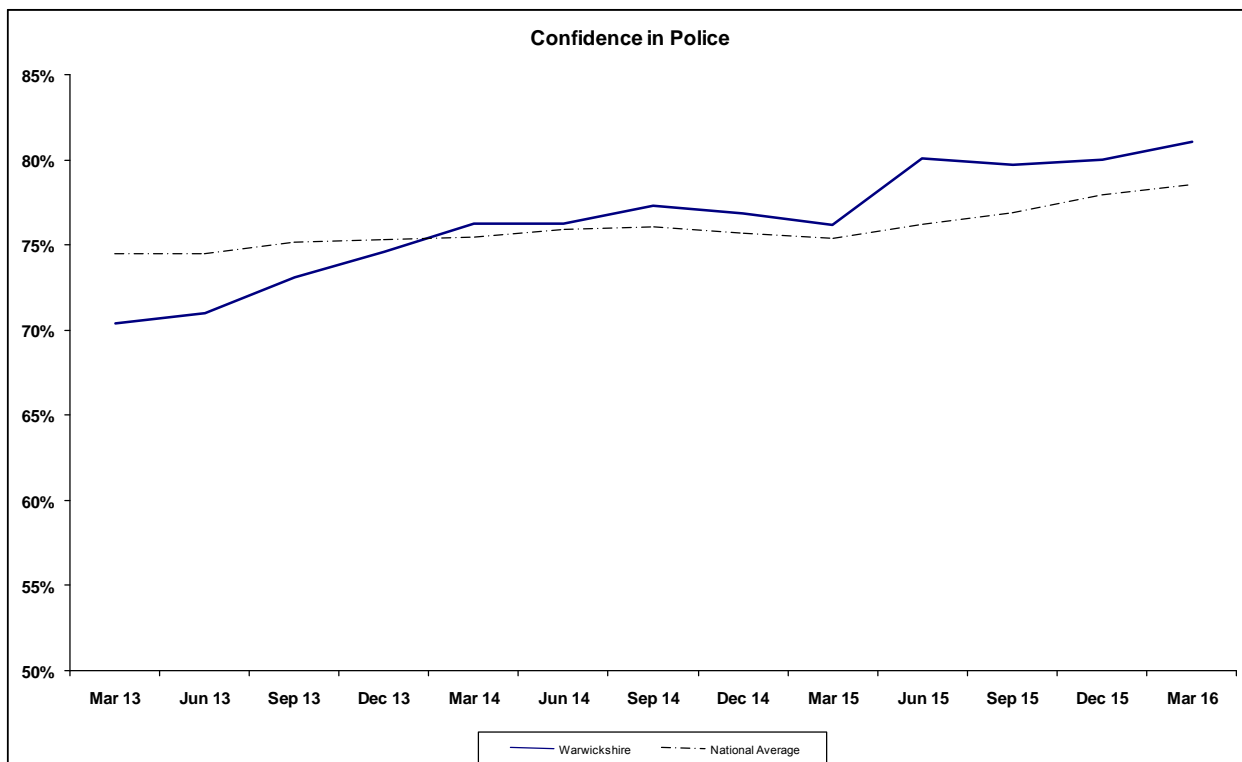
2.1.2 Hate Crime

Signs of Improvement would be:	Increased reporting Sustained/ improved victim satisfaction

The force recognises the significant impact of hate crime on victims and the need to continue to encourage those subject to such incidents to have the confidence to report and receive high levels of service. The diversity team review all reported hate crimes and incidents to help identify any trends and ensure victims receive the best level of service. Ultimately, the long term aim is to reduce the volume of offending and the number of victims subject to hate offences.
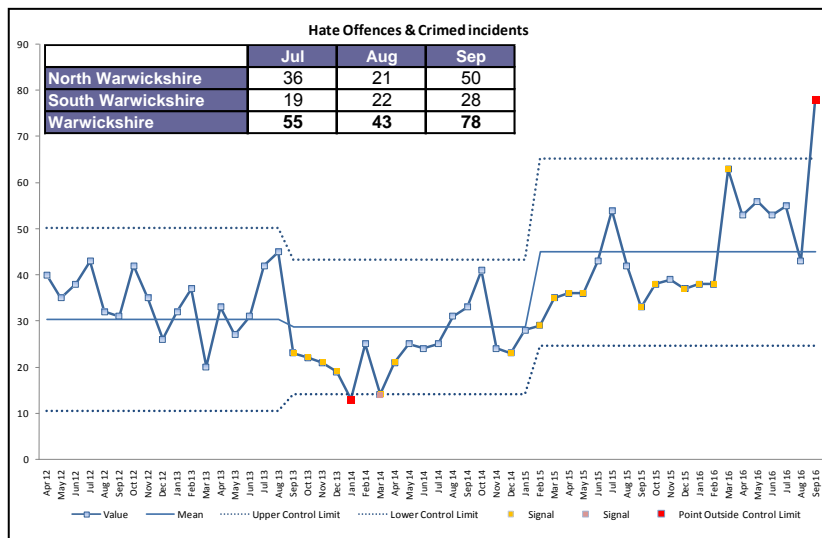
176 offences/ incidents were recorded last quarter; a small increase compared to the previous quarter (162) and above the quarter average (148). The increase has been caused by a spike in offences/ incidents in September (78). Above average volumes were recorded in both policing areas in September but were most notable in North Warwickshire (50).
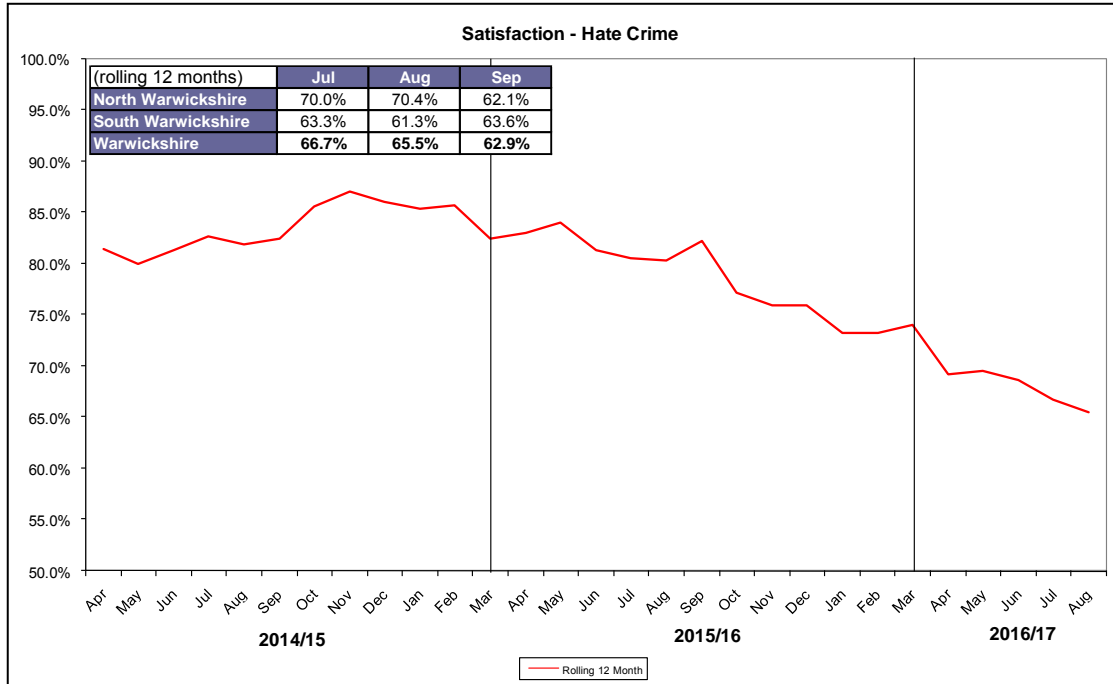
The increase in North Warwickshire has been driven by small volume increases in racially/religiously aggravated ABH, common assault and harassment offences. There was also a small increase in the no. of offences assigned a "disability" hate marker (8 'disability' hate crime offences recorded in September; the highest monthly volume recorded since 2012). Approximately a quarter of the offences recorded in September were 'linked' offences (whereby one incident had resulted in the recording of multiple crimes). 4 of the 8 disability related offences were linked to one incident.

There still appears to be an influence from the Referendum. The increase in racial rhetoric appears to be aimed at all racial/ religious minorities (not specific to non-UK EU nationals). Despite an increase in offences, feedback from our communities suggests that Referendum-related offences remain underreported. As a result of this, a number of community events are planned to build confidence and encourage formal reporting of incidents. One event has already taken place in Leamington, with a similar event scheduled to take place in Nuneaton and Bedworth during Hate Crime Awareness Week (8th – 15th October).

Two Hate Incident Partnership Panels (HIPPs) are also being established to discuss the police response to hate crime and how levels of service can be improved. The first HIPPs meeting for the North of the county took place at the end of September. Panel members included IAG members, former Citizen's Academy attendees, professional partners and third sector representatives.

Research is currently being undertaken by Warwickshire Race Equality Partnership to determine what support provisions exist in Warwickshire for victims of hate crime and to identify any gaps that need to be addressed. The findings of this research are due to be published in October.

Hate Crime Victim Satisfaction

Satisfaction - Hate Crime

(rolling 12 months)	Jul	Aug	Sep
North Warwickshire	70.0%	70.4%	62.1%
South Warwickshire	63.3%	61.3%	63.6%
Warwickshire	**66.7%**	**65.5%**	**62.9%**

The decreasing trend in hate crime satisfaction (from 82% in September 15 to 67% in September 16) has been subject to further discussion within the Victim Satisfaction Improvement Board and Performance Management Group.

As the number of reported hate crimes is low, the number of victims who are surveyed each month is also low (average of only 10 per month). The data is therefore shown on the chart as a rolling 12 months to give a longer term trend and to prevent short term reactions to what can be significant month-on-month variations.

The small sample size will significantly exacerbate changes in satisfaction when shown as a percentage, making it difficult to draw any meaningful quantitative conclusions. However, it does provide the opportunity to contact all dissatisfied victims and ensure we learn from these experiences.

A number of tactical initiatives have been put in place to improve performance. These include reviewing all reported hate crime on a daily basis, ensuring all victims are contacted within 24 hours of the offence being reported and briefing all patrol and SNT officers on best practice in responding to reports of hate crime. Monthly satisfaction meetings are also being held with the command team, OCC and local equality and diversity officer to help address the decreasing trend in hate crime satisfaction.

In support of local activity and the monthly satisfaction meetings, the Victim Satisfaction team have completed detailed analysis of free text responses from victims of Hate Crime over the past 12 months. Where possible, any recurring issues/themes have been identified. In order so service improvements can be implemented, any learning points identified will be fed back to local policing areas via SPOCs and also the Equality & Diversity team.

2.2 VICTIMS

2.2.1 Victim Satisfaction

Signs of Improvement would be:	Improved satisfaction: overall & with follow up Change against comparative Forces

Satisfaction - Whole Experience

(rolling 6 months)	Jul	Aug	Sep
North Warwickshire	83.5%	85.5%	85.8%
South Warwickshire	88.6%	87.3%	84.2%
Warwickshire	**85.9%**	**86.4%**	**85.0%**
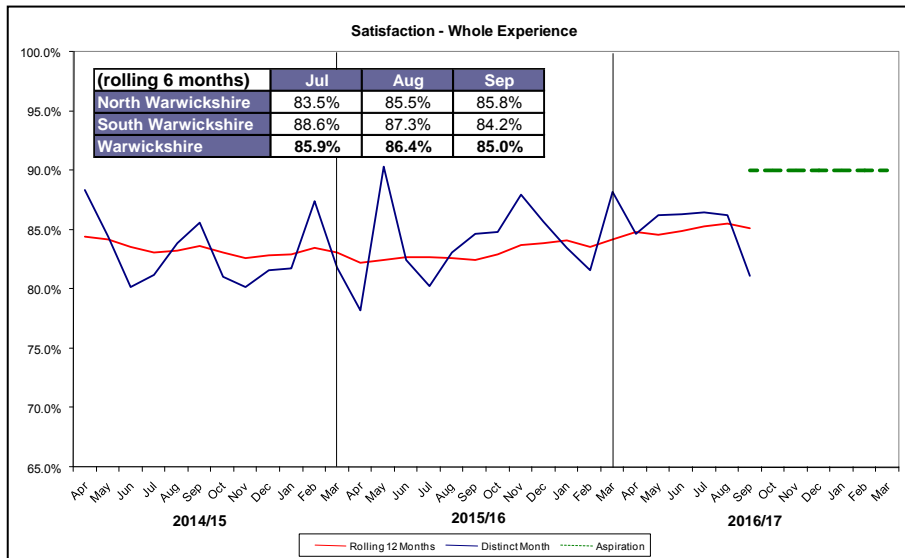
Overall victim satisfaction remains stable across the different stages (Ease of Contact, Actions, Follow-up, Treatment & Whole Experience) with 85% satisfied with their 'Whole Experience'. The Alliance Victim Satisfaction Improvement Group has defined an aspiration for 9 out of 10 (90%) victims to be satisfied with the service they receive from us. Only 1 force in the country is currently achieving this level though it is something that we aspire to meet.

National comparison data is only available up to June 2016 with the next update not being available until the end of November 2016. As of June, Warwickshire performs relatively well within its peer group of most similar forces[1] for 'Actions' (ranking 5th) and 'Ease of Contact' (6th but in line with the group average) though less favourably in respect of 'Follow up' (7th) and 'Treatment' (7th). 'Follow up' is the area where there is considerable variance from the most similar group average (-3.4%) and the top performing force (-8.9%).

Significant local activity has been undertaken across the policing areas, primarily focusing on 'putting victims first' and providing a good 'follow up' service. All satisfaction-related activity continues to be discussed and coordinated via the Victim Satisfaction Improvement Group. To improve the effectiveness of this group, it has now been divided into Strategic and Practitioner subgroups. The first Practitioner subgroup was held in September- the key focus of this meeting being to identify which local measures have been most successful to date. Potential barriers to success were also discussed.

The new qualitative survey for rape victims has now been running for 3 - 4 months, and has been well received by both victims and officers. Following a local trial of the Home Office Domestic Abuse Victim Survey, it has now been revised and went 'live' at the beginning of October. Results will be available when a sufficient sample of victims has been interviewed.

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[1] Most Similar Forces are: Cambs, Devon & Cornwall, Gloucestershire, North Wales,Suffolk, West Mercia, Wilts

2.2.2 Crime Outcomes

| Signs of Improvement would be:	Improved proportion of offences with 'action taken' outcome Improved timelines of recording outcomes

Following the appointment of a strategic lead for outcomes in April, work has been undertaken, not only to improve the reporting clarity on outcome rates, but also to look at the quality of investigations and identifying opportunities to provide a high level of service to victims.

There are 21 different outcome options which help to give a complete picture of the results of investigations into reported crimes. These outcome options are sub-divided into categories of:

- 'action taken' (i.e. charges and summonses, cautions, penalty notices, cannabis warnings and community resolutions);
- 'no action taken' (i.e. prosecution prevented, evidential difficulties etc)
- 'investigation complete' (i.e. offences where there are no identified offenders and no other productive lines of enquiry)
- 'not yet outcomed' (i.e. offences still under active investigation)

Short term outcome trends are viewed over a rolling three month period. This allows a period of approximately 100 days for outcomes to be assigned – this is considered by the Home Office to be a suitable time for identifying comparable trends

The data below identifies outcome rates for offences recorded and outcomed in the last quarter (Jul - Sep 2016) compared to the previous quarter (Apr-Jun) and the same period last year. Overall, there has been a marginal decrease in the proportion of offences recorded and assigned an outcome within the quarter (68%) compared to the same period last year (70%). The proportion of total offences outcomed as 'action taken' (i.e. charges and summonses, cautions, penalty notices, cannabis warnings and community resolutions) in the latest quarter is slightly lower than the previous quarter and the same period last year. There has been a small decrease in the proportion of offences outcomed as 'investigation complete – no suspect identified', although this has increased for both robbery and domestic burglary offences

Outcomes Jul - Sep2016 (compared to previous quarter & previous year)
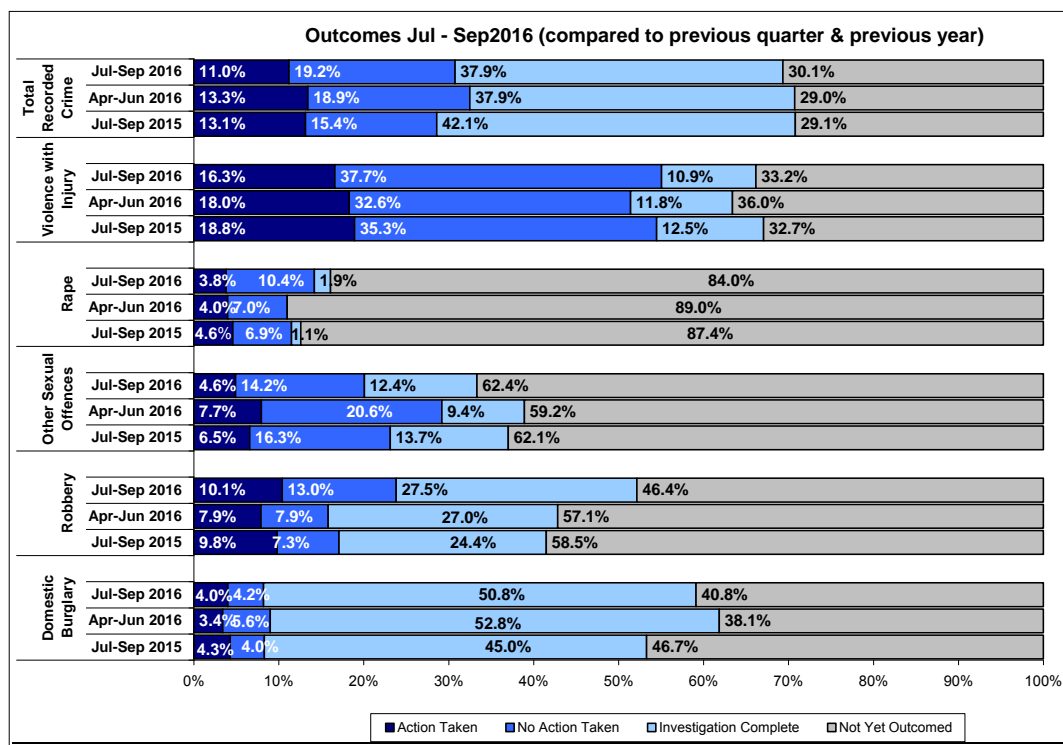
A further indicator for investigations is the time to outcome i.e. the time between the offence being recorded and an outcome being assigned. For over half (55%) of offences where an outcome has been assigned, this was done within 5 days of the offence being recorded. This is an increase compared to both the previous quarter (53%) and last year (54%).

Understandably, variations are seen between different crime groups, with rape offences generally taking longer to outcome than other offence types.

Time to Outcome (outcomed in period)

		Same Day	1-5 Days	6-30 Days	31-100 Days
Total Recorded Crime	Jul-Sep 2016	13%	42%	33%	12%
	Apr-Jun	9%	44%	36%	12%
	Jul-Sep 2015	11%	44%	34%	12%
Violence with Injury	Jul-Sep 2016	8%	37%	41%	15%
	Apr-Jun	9%	38%	37%	16%
	Jul-Sep 2015	10%	32%	42%	16%
Rape	Jul-Sep 2016	5.9%	18%	47%	29%
	Apr-Jun		55%	9%	36%
	Jul-Sep 2015	9.1%		46%	18%
Other Sexual Ofences	Jul-Sep 2016	2%	26%	45%	27%
	Apr-Jun	4%	18%	48%	30%
	Jul-Sep 2015	7%	16%	50%	28%
Robbery	Jul-Sep 2016		16%	60%	24%
	Apr-Jun		15%	44%	41%
	Jul-Sep 2015		18%	35%	47%
Domestic Burglary	Jul-Sep 2016		32%	51%	17%
	Apr-Jun		14%	59%	26%
	Jul-Sep 2015		17%	50%	33%

National comparison data is available up to August 2016.

Warwickshire ranks 7th against a peer group of 7 most similar forces[2] for offences assigned 'action taken' outcomes. The force ranks within the bottom half of its peer group for 'action taken' outcomes assigned to 'Burglary', 'Vehicle Theft' and 'Violence without Injury' offences, and is below the group averages.

However, Warwickshire performs well within its peer group of most similar forces for 'action taken' outcomes assigned to 'rape' and 'other sexual offences', ranking 1st and 2nd respectively out of 7 forces, and above the group averages.

The force is ranked 4th out of the 7 forces for 'action taken' outcomes assigned to 'Violence with Injury' but are above the group average.

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[2] Most Similar Forces for outcomes includes only those who are live on the Home Office Datahub: Devon & Cornwall, Gloucestershire, North Wales, West Mercia.

2.3 VULNERABILITY

Signs of Improvement would be:	Reduction in repeat victims and offenders Improved IOM processes

A repeat victim (or offender) is defined as an individual recorded as a victim (or offender) in the current reporting month that has had at least one other offence in the preceding 12 months. As a repeat victim (or offender) can have presence in both force areas, these counts reflect Warwickshire's victims/ offenders only, but quantifies total offences across the alliance.

2.3.1 Repeat Victimisation
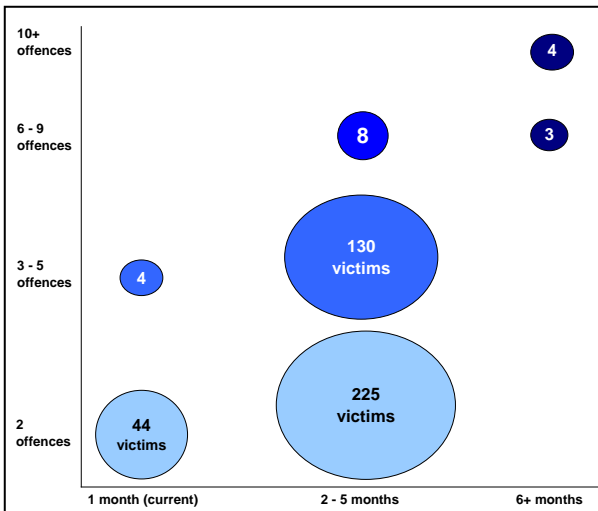
In September, 19% (418) of all victims were repeat victims (subject to at least one further offence in the last 12 months). Of these, 149 (36%) have been victims at least 3 times in the 12 month period.

4 individuals identified as victims in September have been a victim of at least 10 offences over the previous 12 months.

There were 437 victims of domestic abuse offences in September – 26% of these individuals (114) have also been a victim of additional DA offences in the last 12 months.

The number of repeat victims has remained fairly static over the last few months, along with the proportions of those being victims on multiple occasions.

Warwickshire's Repeat Victims By Month
By totality of offences across Alliance in the last 12 months
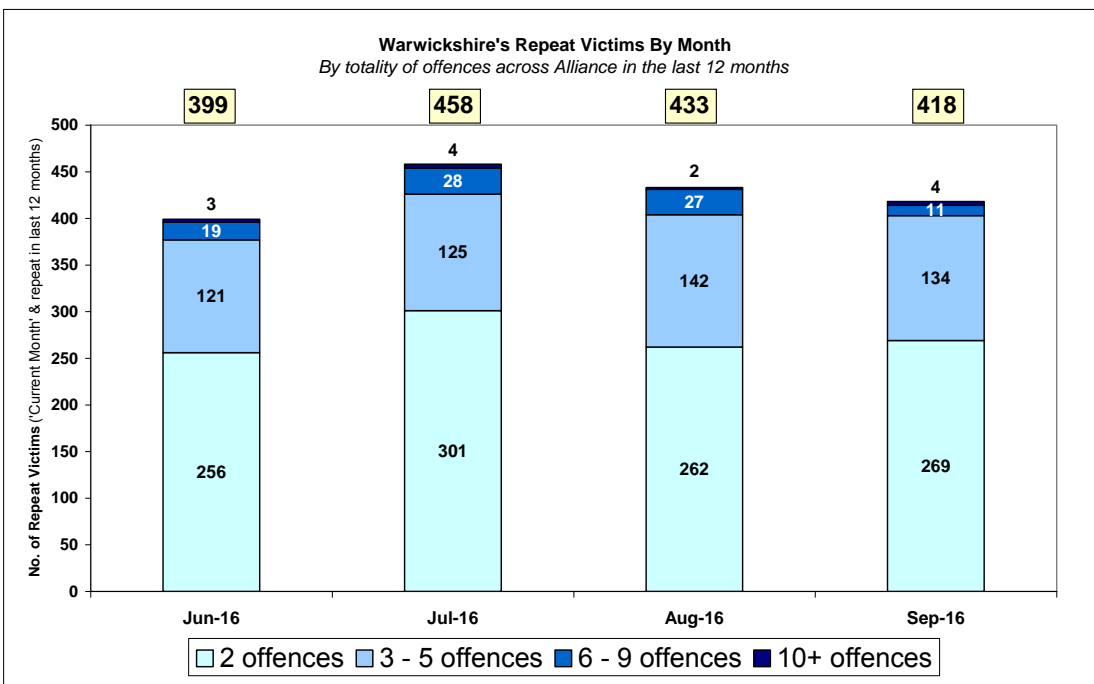
2.3.2 Repeat Offending
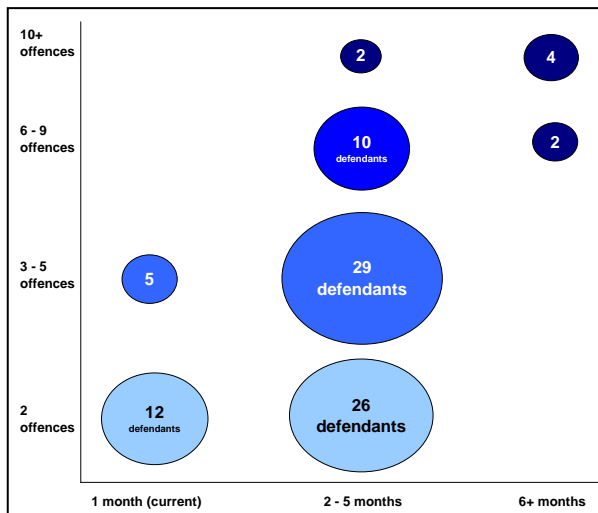
In September, 39% (90) of all defendants were also defendants in at least one other offence in the previous 12 months.

Of these, 18 (20%) have offended at least 6 times in the 12 month period. 6 prolific individuals were defendants in 10 or more offences in the last 12 months.

The number of repeat defendants has remained fairly static over the last few months, along with the proportions of those offending on multiple occasions.
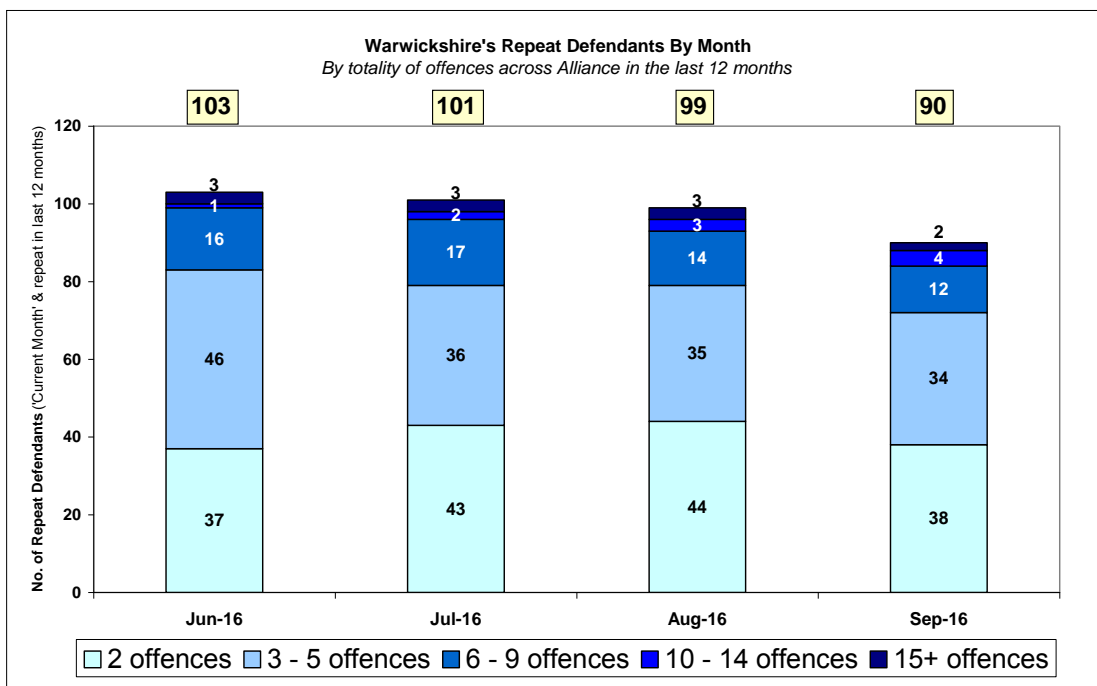
The individual record level data, which identifies repeat victims and defendants, with particular focus on domestic abuse offences, is shared across the Alliance with local policing commanders and appropriate department heads.

The alliance-wide IOM structure continues to develop. Work is ongoing to increase the number of high-harm offenders who the partner agencies manage within the IOM scheme and work continues to reduce their reoffending. In all policing areas, processes are being determined to ensure that all suitable offenders are identified and managed as part of the scheme. Those that have successfully reduced their reoffending continue to be kept in scope. The IOM scheme

includes offenders within MAPPA, organised crime groups, troubled families and domestic abuse and there are approximately 530 individuals being managed across the Alliance.

2.3.3 Missing Persons

Signs of Improvement would be:	Reduction in repeat missing persons

COMPACT Missing Person Reports

	Jul	Aug	Sep
North Warwickshire	131	119	140
South Warwickshire	62	69	99
Warwickshire	**193**	**188**	**239**

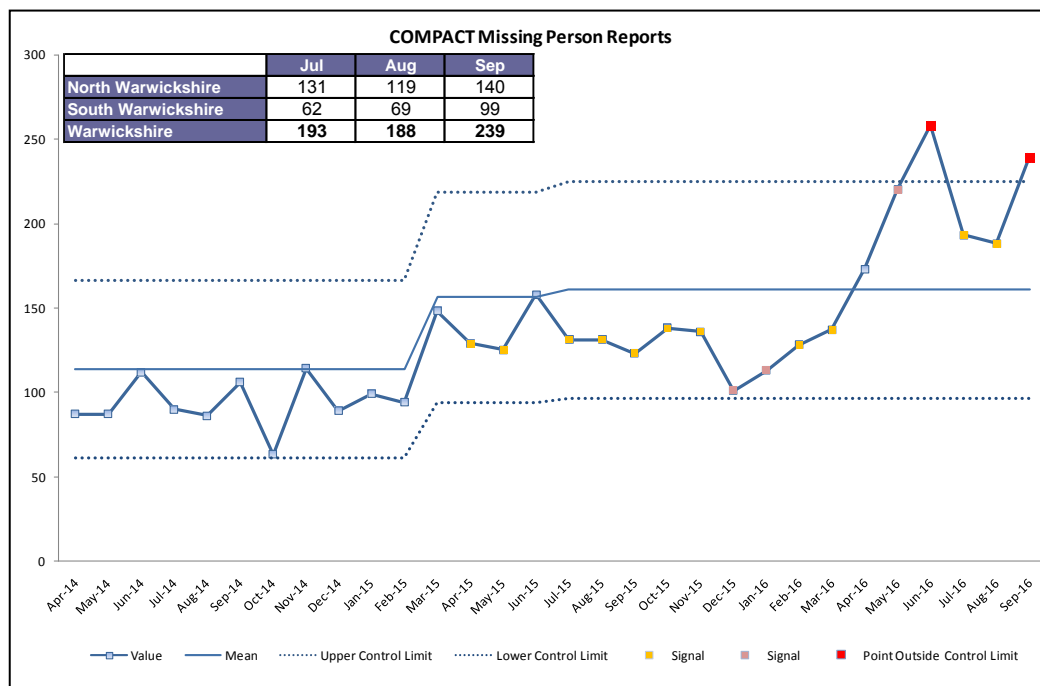**N.B.** Significant change in recording practices from April 2016

The figures discussed in this section relate to data recorded on the force missing persons system (COMPACT).

620 missing person reports were recorded in the quarter; comparable to volumes recorded in the previous quarter. As anticipated, higher volumes of recording have been sustained since the significant change to recording practices in April 2016.

The characteristics of the missing persons cohort, including the proportions who are under 18, those who are repeat mispers and those who are 'in care' remains stable. However, there has been a small reduction in the frequency with which children/young persons 'in care' have been reported missing this quarter compared to the previous quarter.

The recent increased engagement with SNT officers, including regular contact with care homes, has helped care home staff share intelligence and improve their understanding of when and how reports should be made to police.

Timely multi-agency interventions, in respect of repeat missing children, is also believed to be reducing the number of missing incidents.

Volumes of missing person calls for service, reports and repeat reports continue to be monitored on a regular basis to identify trends. Any performance issues (unrelated to recording changes) are reported to the missing person co-ordinators and the force lead for missing persons for further investigation.

2.4 HARM REDUCTION

The chart below provides a snapshot of a wide variety of crimes that are monitored by the force.

It shows whether they are increasing or decreasing and their relative proportion of all crime. The crimes that have an orange marker will be reported on.
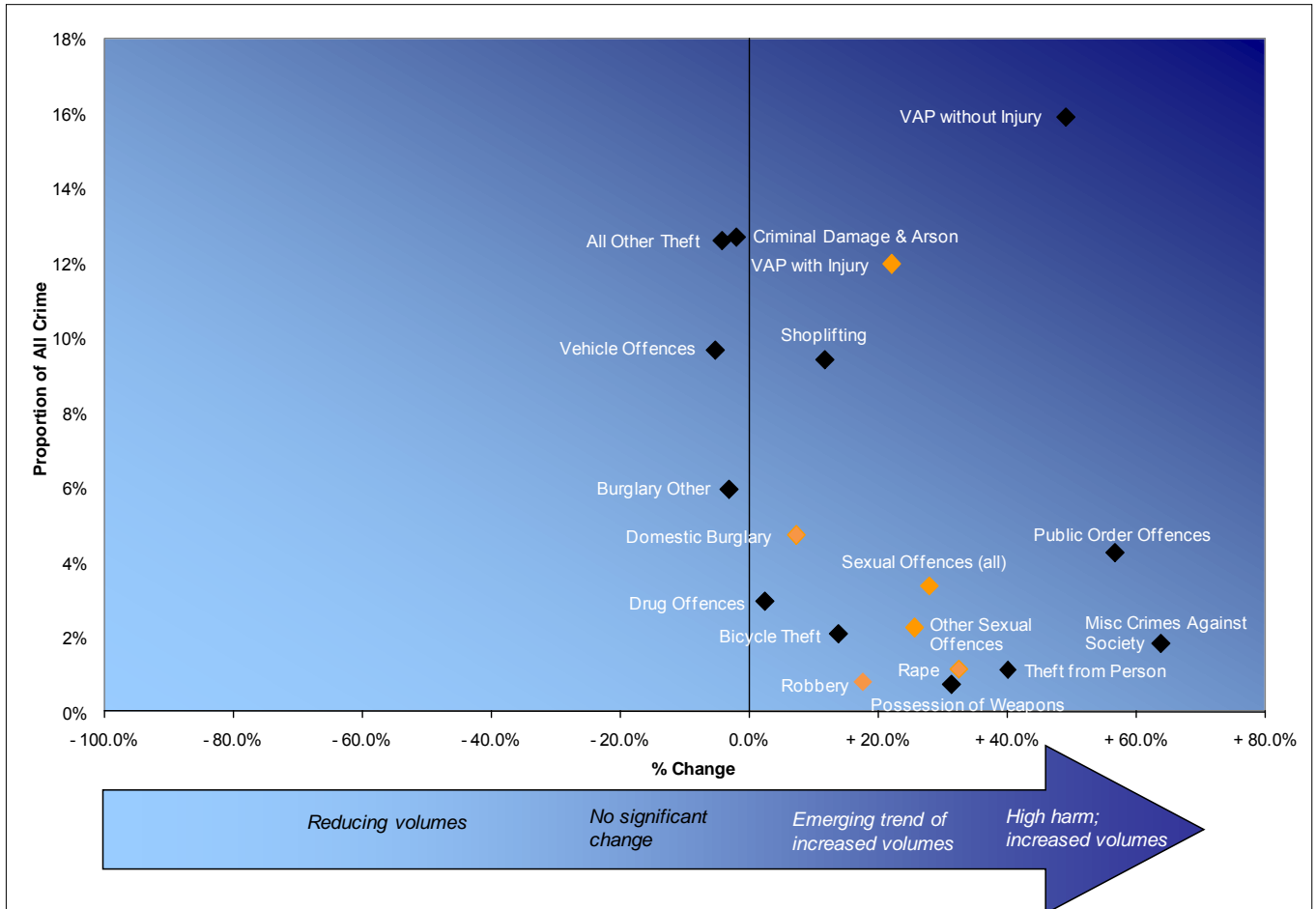
The following charts will include a peer comparison key, as explained below:

Where possible, performance comparisons are made to the force's 'similar group' (a group of 8 peer Forces designated by the Home Office)[3]. Two issues are highlighted:

1. How the current pattern of offending compares to the group average

| Below Group Avg | Similar to Group Avg | Above Group Avg |
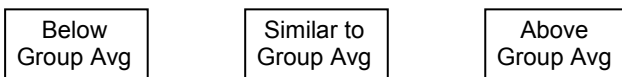
2. Any recent change in the relative position of the force within the group

[3] Most Similar Forces are: Cambs, Devon & Cornwall, Gloucestershire, North Wales, Suffolk, West Mercia, Wilts

Improving   *No Change*   *Deteriorating*

2.4.1 Crime Recorded

Signs of Improvement would be:	Stable volumes of recorded crime Trends in line with other Forces

Total Recorded Crime

	Jul	Aug	Sep
North Warwickshire	1800	1902	1799
South Warwickshire	1233	1360	1405
Warwickshire	3033	3262	3204

Legend: □ Value — Mean ⋯ Upper Control Limit ⋯ Lower Control Limit ■ Signal ■ Signal ■ Point Outside Control Limit

Peer Comparison

Offence Volume	Above Group Avg
Relative Position	↔

9,499 offences were recorded across Warwickshire last quarter; an increase compared to the previous quarter and 14% above the quarter average. Increases have been seen across both policing areas. The increase in volumes has been predominantly seen within the crime groups of lower harm offences including harassment and assault without injury. This increase will be discussed at Performance Management Group in October. Work is also being undertaken to better understand the risks associated with the uplift and the drivers for the change, including the changes in recording culture, and the impact of third party referrals etc.

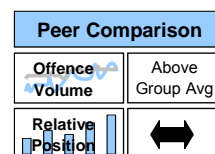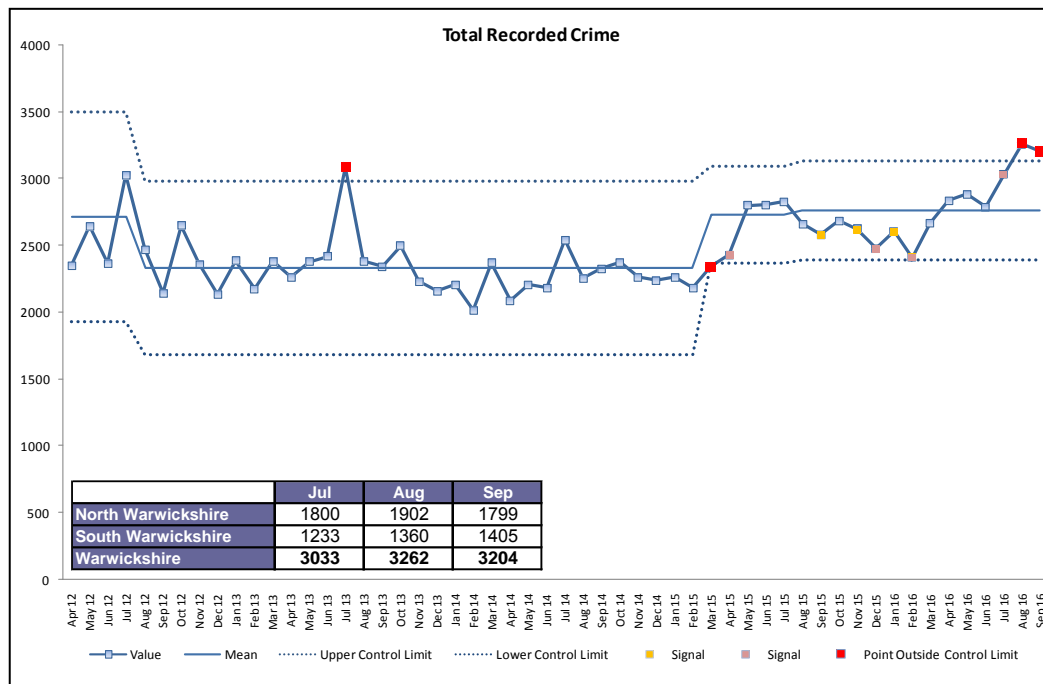The uplift in offences also in part reflects seasonal trends in crime recording where volumes historically are at their highest during the summer months. We will continue to monitor volumes of total crime and investigate the profile of high volume offence groups where relevant.

	Warwickshire		North Warks		Nun & Bed		Rugby		Stratford		Warwick	
	Last Qtr	Qtr Average	Last Qtr	Qtr Average	Last Qtr	Qtr Average	Last Qtr	Qtr Average	Last Qtr	Qtr Average	Last Qtr	Qtr Average
Total Recorded Crime	9499	8371	1036	941	2613	2357	1852	1616	1702	1478	2296	1980
Violence With Injury	1095	1004	100	104	369	333	243	203	128	140	255	224
Violence Without Injury	1615	1332	154	139	538	421	296	248	290	223	337	302
Rape	106	95	12	10	24	25	25	20	25	19	20	21
Other Sexual Offences	218	188	18	19	65	54	49	34	41	40	45	40
Business Robbery	12	10	0	1	4	4	4	2	1	1	3	2
Personal Robbery	57	54	5	6	13	19	15	12	12	7	12	11
Domestic Burglary	449	395	59	62	111	110	76	73	86	62	117	89
Burglary Other	506	497	81	71	77	85	97	103	118	115	133	124
Vehicle Offences	1038	810	143	116	265	212	211	168	177	150	242	165
Theft from Person	85	92	7	6	16	27	12	15	25	17	25	28
Bicycle Theft	245	174	7	7	58	44	39	41	28	19	113	63
Shoplifting	873	788	62	57	239	246	177	151	156	116	239	219
All Other Theft Offences	1201	1057	197	159	229	208	201	173	310	278	264	240
Criminal Damage & Arson	1036	1063	109	109	318	336	210	209	159	168	240	242
Other Crimes Against Society	963	815	82	76	287	235	197	167	146	125	251	213

Violence with Injury[4]

VAP with Injury

	Jul	Aug	Sep
North Warwickshire	267	234	211
South Warwickshire	126	137	120
Warwickshire	**393**	**371**	**331**

Legend: Value — Mean — Upper Control Limit — Lower Control Limit — Signal — Signal — Point Outside Control Limit

Peer Comparison	
Offence Volume	Above Group Avg
Relative Position	↔
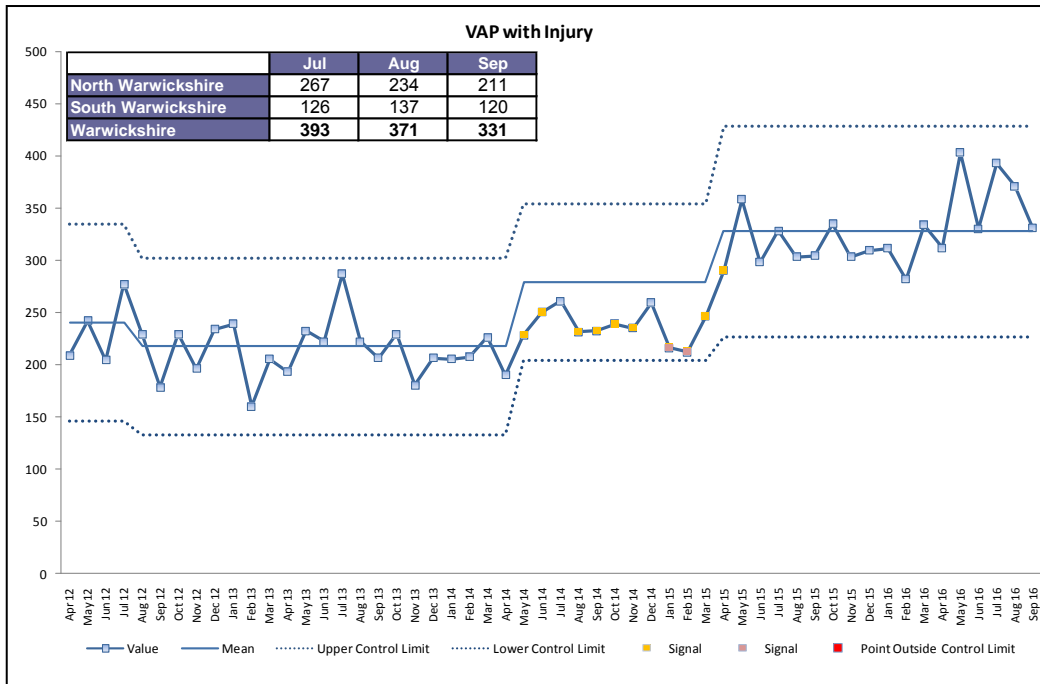
1,101 violence with injury offences were recorded in the last quarter; a small increase on the previous quarter (5%) and above the quarter average (1,005). Above average volumes were seen in both policing areas in July and August, however volumes in September are in line with the current average. Analysis of offences recorded in July and August suggest that there were no major incidents of concern.

At force-level, this quarter has seen no significant change in the proportion of violent offences that are either domestic abuse (33%) or alcohol (37%) related.
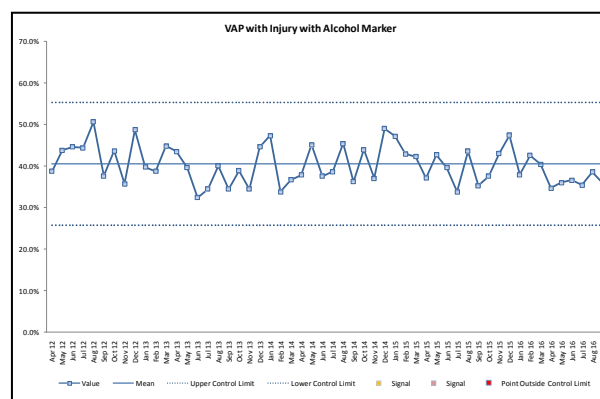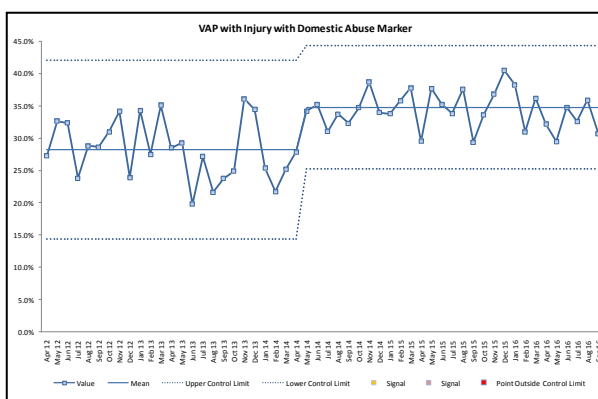
Analysis of violence with injury offences at policing area level has been undertaken to better understand the threat and risk associated with the increase in offences in the current financial year. This analysis has been sent to Local Policing senior officers for further action.

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[4]**Violence with Injury** includes murder & attempt murder, assault where there is injury or an attempt to inflict injury and death by driving

Sexual Offences

Signs of Improvement would be:	Wider opportunities for victims to report offences Investigation of offences meeting victim expectations

Rape

Rape

	Jul	Aug	Sep
North Warwickshire	26	13	22
South Warwickshire	12	16	17
Warwickshire	**38**	**29**	**39**

Legend: Value — Mean — Upper Control Limit — Lower Control Limit — Signal — Signal — Point Outside Control Limit

Peer Comparison

Offence Volume	Similar to Group Avg
Relative Position	⬆
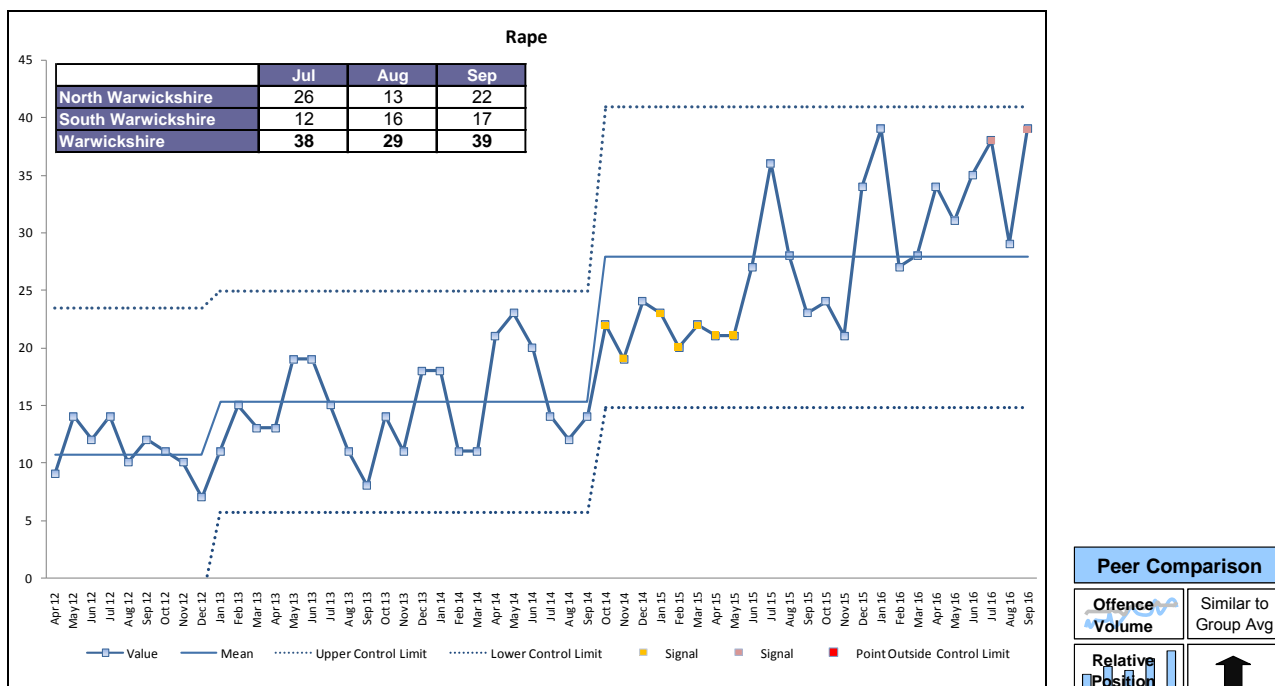
106 rape offences were reported to the police in the quarter, comparable to the previous quarter (100) but slightly above the quarter average (95). Above average volumes have been seen in both policing areas.

The volume of offences was notably high in both July and September. Almost 40% (13) of offences recorded in September were committed over 5 years ago

Other Sexual Offences

Other Sexual Offences	Jul	Aug	Sep
North Warwickshire	50	45	37
South Warwickshire	34	15	37
Warwickshire	84	60	74
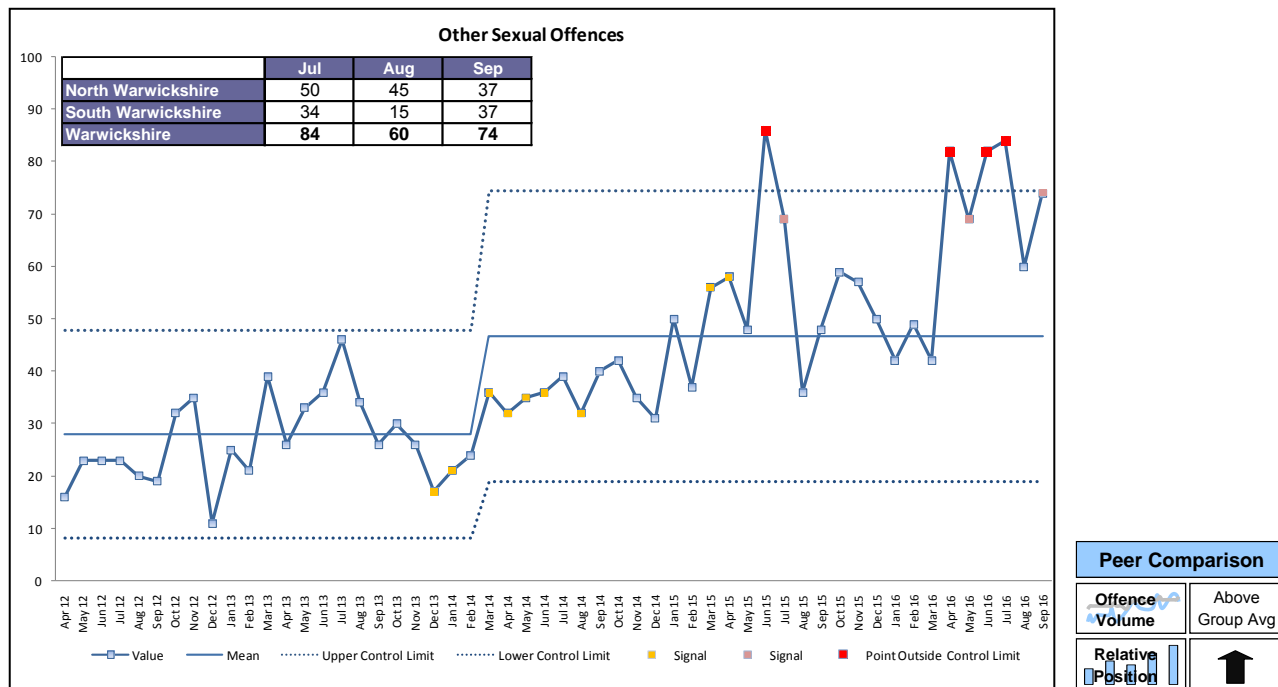
217 other sexual offences were reported to the police in the quarter. This is a decrease compared to the previous quarter (233) but remains above the quarter average (187). Higher volumes of reporting have been seen in both policing areas since the start of the financial year.
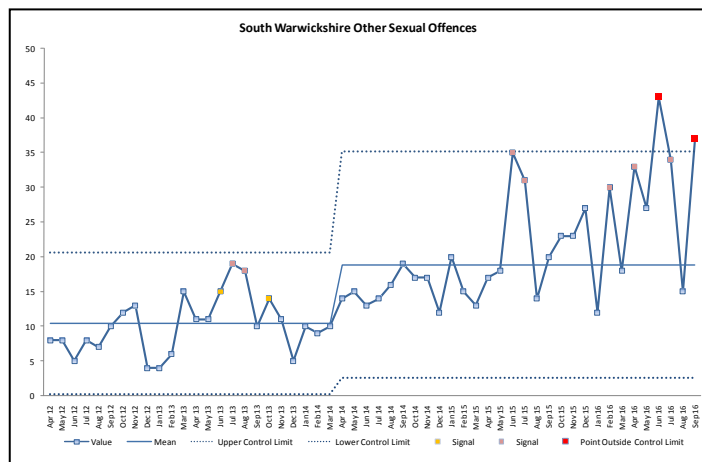
Volumes were significantly high in South Warwickshire in September. Almost a third of these were 'non-recent' offences

There were no significant increases in specific offence types.

A profile of 'current' rape and other sexual offences has been produced to help assess the risk associated with the longer term increase in sexual offences and determine whether resources are allocated appropriately. This analysis has been delivered to the head of Protective Services for further action.

Domestic Burglary

Signs of Improvement would be:	Stable volumes of recorded crime

Domestic Burglary

	Jul	Aug	Sep
North Warwickshire	66	98	82
South Warwickshire	44	79	80
Warwickshire	110	177	162

Value — Mean ⋯⋯ Upper Control Limit ⋯⋯ Lower Control Limit ■ Signal ■ Signal ■ Point Outside Control Limit
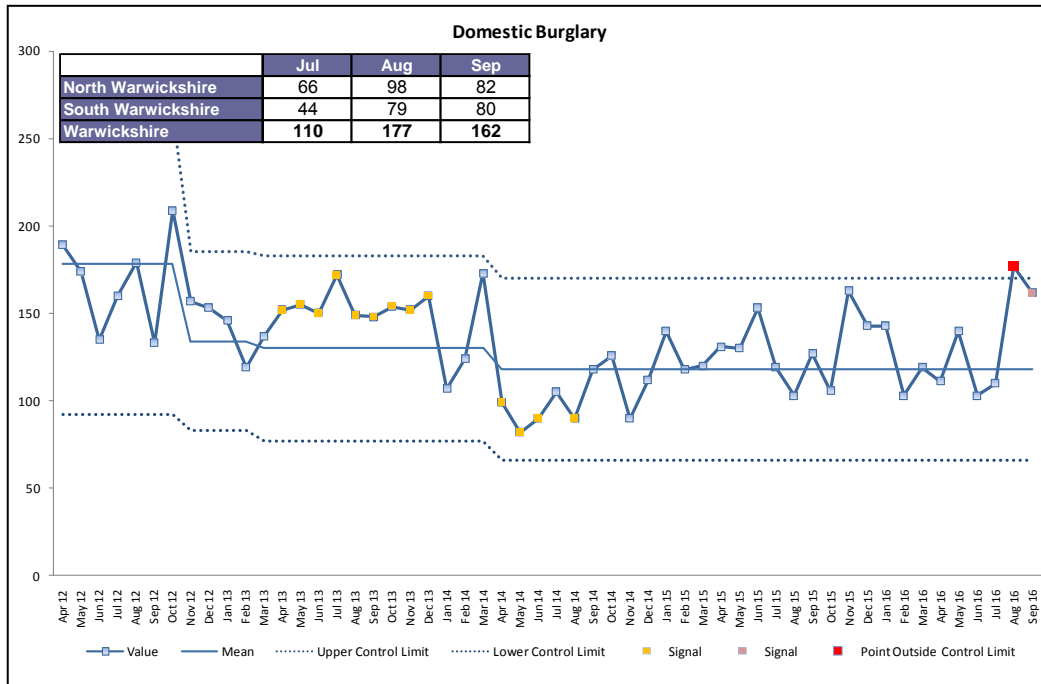
Peer Comparison

Offence Volume	Above Group Avg
Relative Position	↑

449 offences were recorded in the last quarter, a 27% increase on the previous quarter (354) and above the quarter average (394). This increase is due to a significant uplift in volumes in South Warwickshire, which has had a 62% increase in burglary dwelling offences (202) compared to the previous quarter (125) with significant spikes in August and September.

South Warwickshire Domestic Burglary

Value — Mean ⋯⋯ Upper Control Limit ⋯⋯ Lower Control Limit ■ Signal ■ Signal ■ Point Outside Control Limit
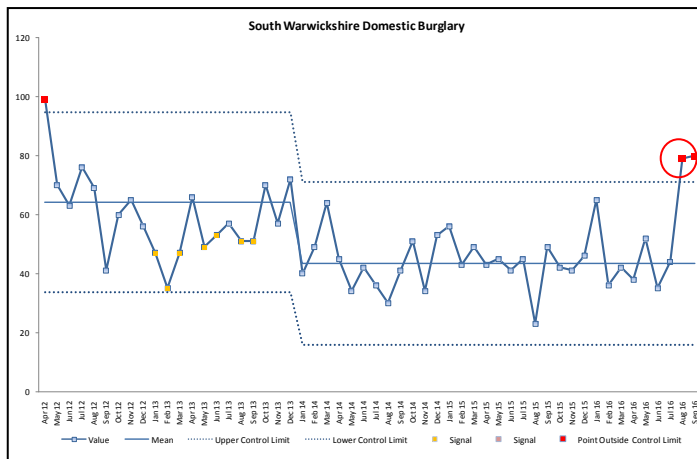
In response, from September the IOM team have taken on some responsibility for domestic burglary. In conjunction with Intel and local policing SNT and Patrol teams, a number of offenders have been arrested and bailed or charged.

Indications are that volumes are significantly lower for October.

The strategic approach to monitoring serious acquisitive crime is also being developed by the alliance Crime Manager.

Robbery

Signs of Improvement would be:	Stable volumes of recorded crime

Robbery

	Jul	Aug	Sep
North Warwickshire	15	14	12
South Warwickshire	9	9	10
Warwickshire	24	23	22

Legend: Value — Mean — Upper Control Limit ⋯⋯ Lower Control Limit ⋯⋯ Signal (yellow) Signal (pink) Point Outside Control Limit (red)
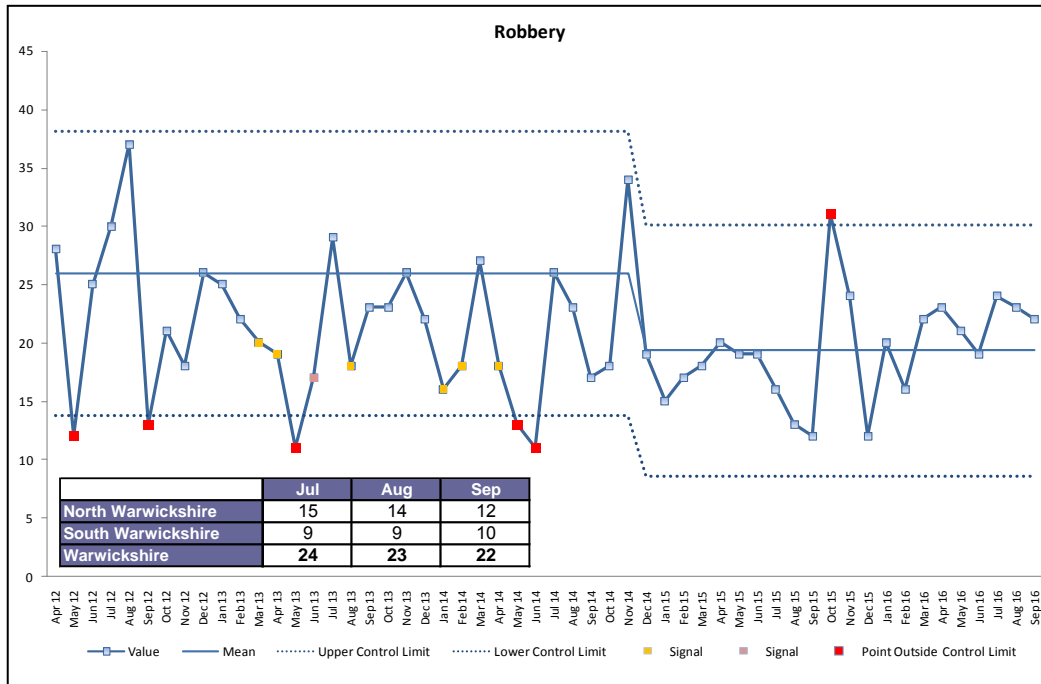
Peer Comparison

Offence Volume	Above Group Avg
Relative Position	↔

Robbery volumes are generally low and fluctuate around an average of 20 per month. 71 offences were recorded in the last quarter, a small increase on the previous quarter (63). This small uplift is due to a small increase in personal robbery offences in South Warwickshire.

South Warwickshire Personal Robbery

Legend: Value — Mean — Upper Control Limit ⋯⋯ Lower Control Limit ⋯⋯ Signal (yellow) Signal (pink) Point Outside Control Limit (red)
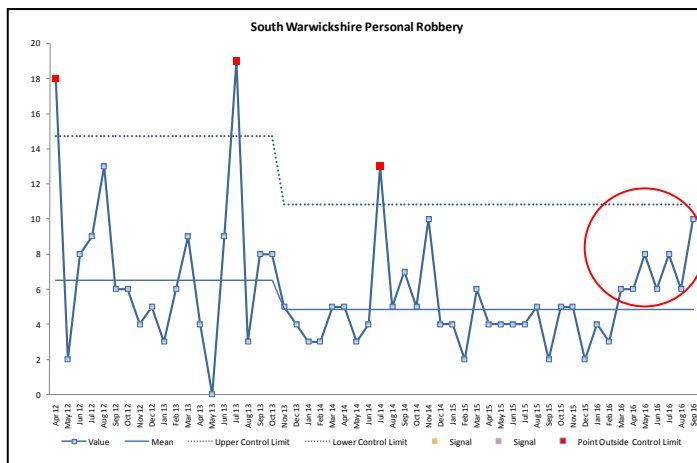
Volumes in South Warwickshire have been above average since March 2016, and if these higher volumes are sustained next month, there will be a small increase in the monthly average.

However, monthly volumes remain low (approx. 7 personal robbery offences per month).

Business Crime

Business Crime

	Jul	Aug	Sep
North Warwickshire	338	407	357
South Warwickshire	264	276	351
Warwickshire	**602**	**683**	**708**
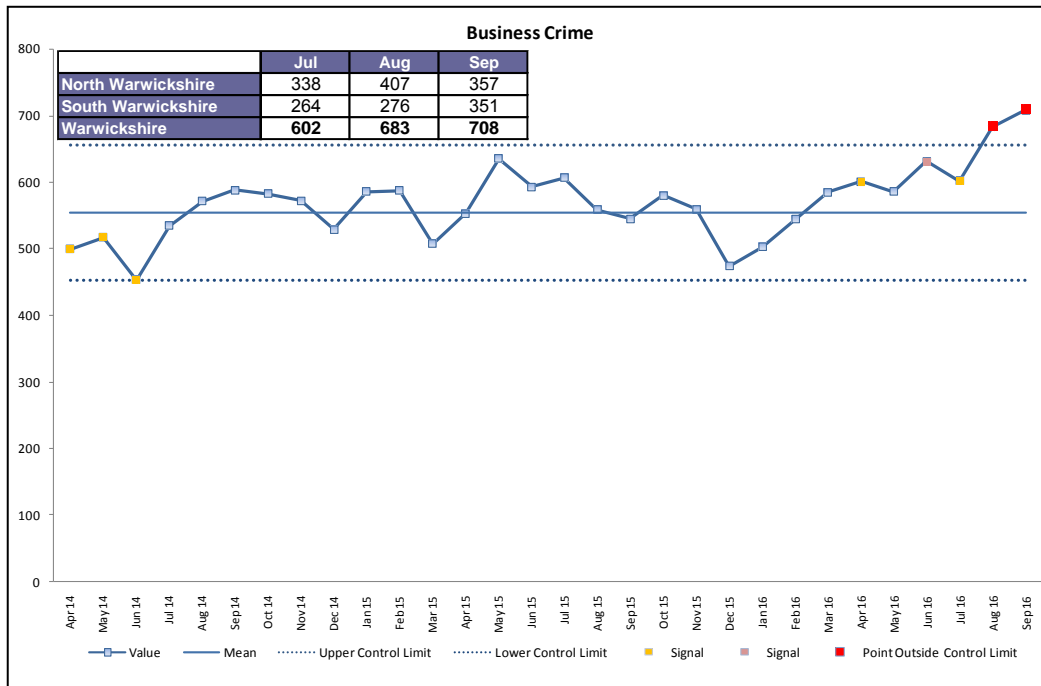
NB: Methodology for extracting business crime data changed in April 2014 when Warwickshire moved onto the CRIMES system. Therefore data is shown for 2014 – to date.

Business crime offences are a sub-set of total recorded crime and are identified as any criminal offence (against person or property) which is associated to a business. 1,993 offences were recorded in the quarter. This is a 10% increase compared to the previous quarter (1,818) and is significantly above the quarter average (1,763).

Above average volumes of business crime have been recorded since March 2016. If these higher volumes are sustained next month, there will be an increase in the monthly average.

Both policing areas saw an increase in business crime with a 6% increase in South Warwickshire and a 12% increase in North Warwickshire. Increases in South Warwickshire were predominantly shoplifting and all other theft offences. North Warwickshire has seen an increase in all other theft and vehicle offences.

The national SPOC conference for business crime, featuring retail crime, will be held in October and it is expected that a number of tactical initiatives will follow from this.

Rural Crime

Rural Crime

	Jul	Aug	Sep
North Warwickshire	355	383	349
South Warwickshire	344	425	427
Warwickshire	**699**	**808**	**776**

Legend: Value — Mean — Upper Control Limit — Lower Control Limit — Signal — Signal — Point Outside Control Limit
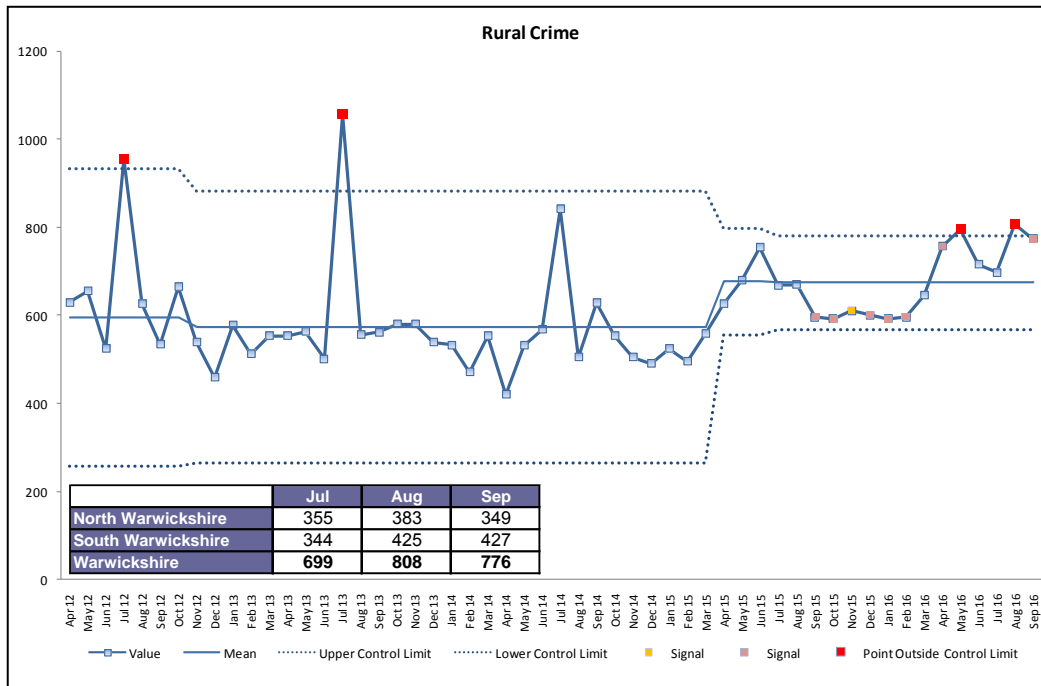
Rural crime offences are also a subset of total recorded crime and are identified by their geographical location[5]. 2,283 offences were recorded in the quarter, an increase compared to the previous quarter (2,271), with high columns in August and September. The highest volumes of rural crime are other theft, theft from vehicles and assault without injury.

There have been many successes in relation to Op Leviathan working with partners on dedicated days of action. A new angling alert messaging system/app has just been launched and disseminated to all tactical leads.

An informative rural patrol booklet is being produced to advise officers on legislation on poaching, livestock movement, working with trading standards.

Three additional wildlife crime officers are to be trained in March 2017 for Warwickshire. These will also provide representation for the force at the National Wildlife Crime Enforcers conference being held in November.

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[5] Rural crime is defined as any crime occurring in a rural area as defined by the 2011 ONS Rural Urban Classification
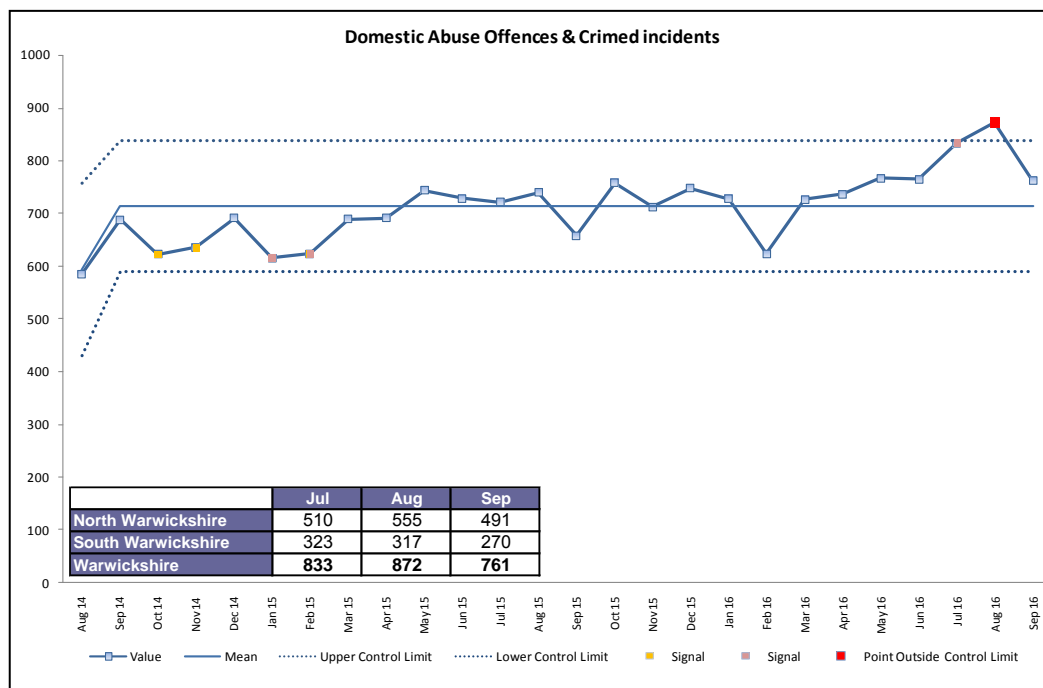
2.4.2 Risk Markers

Signs of Success would be:	Increased reporting, reflecting greater victim confidence

Risk markers can be applied to any incident or offence to identify potential harm risks.

Domestic Abuse

Domestic Abuse Offences & Crimed incidents

	Jul	Aug	Sep
North Warwickshire	510	555	491
South Warwickshire	323	317	270
Warwickshire	**833**	**872**	**761**

Legend: Value — Mean ⋯⋯ Upper Control Limit ⋯⋯ Lower Control Limit ■ Signal ■ Signal ■ Point Outside Control Limit

NB: Domestic Abuse incidents were only recorded in Warwickshire from Aug 2014. Therefore the rolling 12 month trend line is not valid prior to July 2015

The force priority for domestic abuse is to promote partnership working and increase confidence in reporting. The use of a marker on relevant offences helps ensure we recognise the vulnerability of victims and we apply the appropriate level of service and support with multi agency partners.

2,266 domestic abuse offences & crimed incidents were recorded in the quarter, an increase (9%) compared to the previous quarter and the quarter average (9%). Increases were seen in both policing areas and were driven by higher volumes in July and August (reflecting seasonal trends in reporting). Volumes have since reduced and are more in line with the monthly average (714).

The uplift in recording this quarter was due to an increase in 'emotional' crimed incidents, ABH and common assault offences. The increase in violent offences is indicative of a general increasing trend in ABH and common assault offences during the summer months and is not unique to domestic abuse. The reduction in volumes in September can be attributed to a reduction in ABH and common assault offences compared to the higher volumes recorded in July and August.

Activity is also being undertaken, through local policing and tasking, to encourage positive action around Domestic Abuse offences. This includes tightening recording practices, officer training around dealing with abusive relationships and promoting the use of civil orders to safeguard victims.

The number of repeat domestic abuse victims has remained fairly static over the last few months, along with the proportions of those being victims on multiple occasions.

Warwickshire's Repeat Domestic Violence Victims By Month
By totality of offences across Alliance in the last 12 months

| 99 | 116 | 129 | 114 |

No. of Repeat DV Victims ('Current Month' & repeat in last 12 months)

	Jun-16	Jul-16	Aug-16	Sep-16
	41 / 41%	7	6	3
	58 / 59%	39 / 34%	43 / 33%	40 / 35%
		70 / 60%	80 / 62%	71 / 62%

□ 2 DV offences ■ 3 - 5 DV offences ■ 6 - 9 DV offences ■ 10+ DV offences
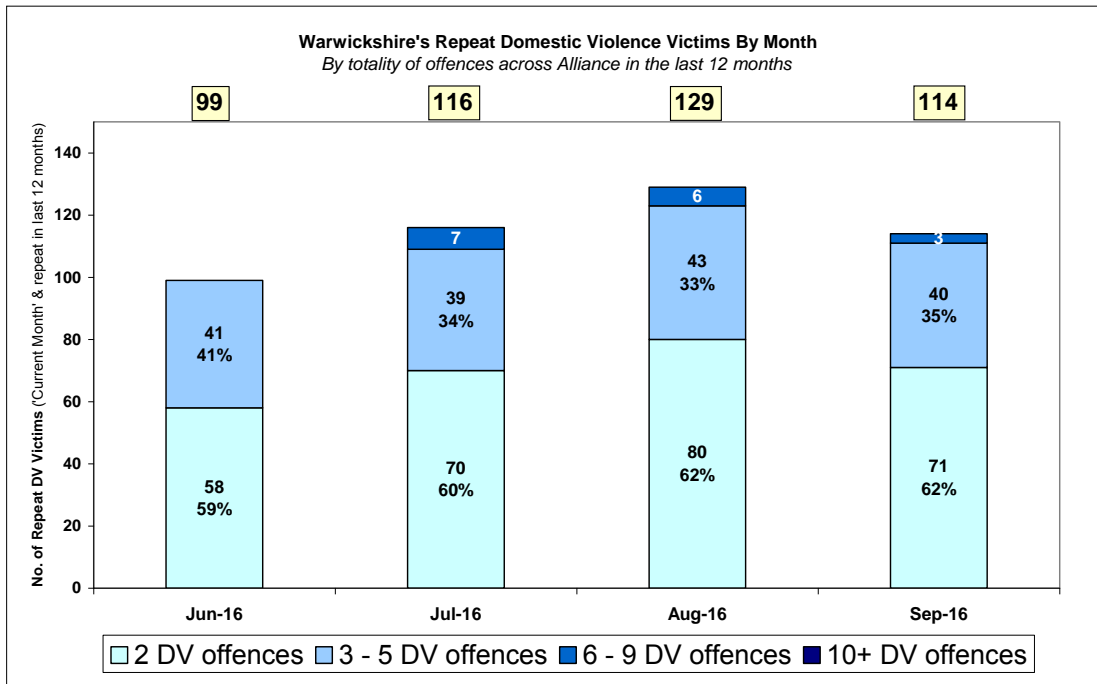
The number of repeat domestic abuse defendants is low and the majority are defendants less than 3 times in the last 12 months.

Warwickshire's Repeat Domestic Violence Defendants By Month
By totality of offences across Alliance in the last 12 months

| 13 | 6 | 13 | 7 |

No. of Repeat DV Defendants ('Current Month' & repeat in last 12 months)

	Jun-16	Jul-16	Aug-16	Sep-16
	5 / 38%		2	1
			3	
	8 / 62%	6 / 100%	8 / 62%	6 / 86%

□ 2 DV offences ■ 3 - 5 DV offences ■ 6 - 9 DV offences ■ 10 - 14 DV offences ■ 15+ DV offences
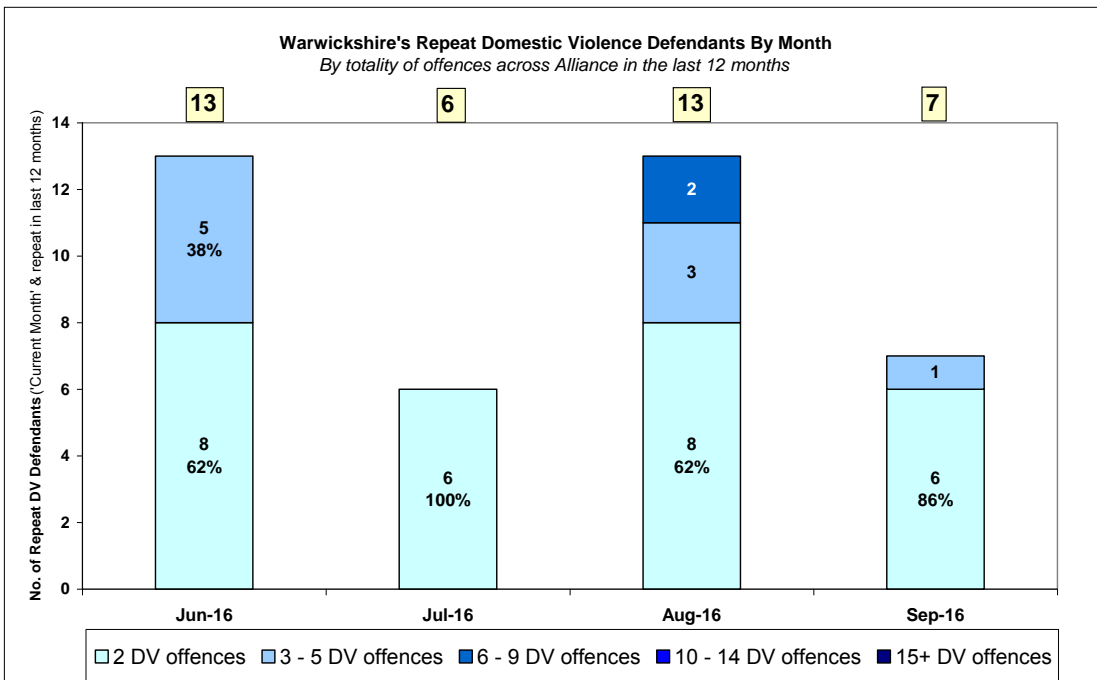
Child at Risk / Child Sexual Exploitation

Child at Risk Offences &Crimed incidents

	Jul	Aug	Sep
North Warwickshire	249	189	255
South Warwickshire	127	119	141
Warwickshire	376	308	396

Legend: Value — Mean — Upper Control Limit — Lower Control Limit — Signal — Signal — Point Outside Control Limit
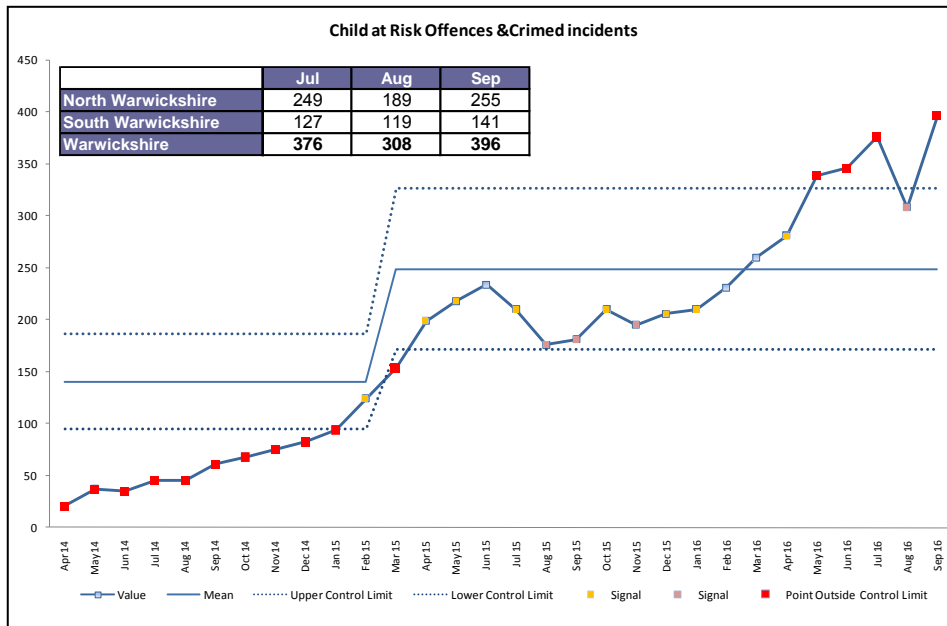
NB: Child at Risk markers were not used robustly until the start of 2015/16.

'Child at Risk' markers have been applied to 1,080 offences/ incidents in the quarter, an increase compared to the previous quarter (966) and significantly above the monthly average. Above average volumes of 'Child at Risk' offences/ incidents have been recorded in both policing areas since March 2016. If these higher volumes are sustained next month, there will be an increase in the monthly average.

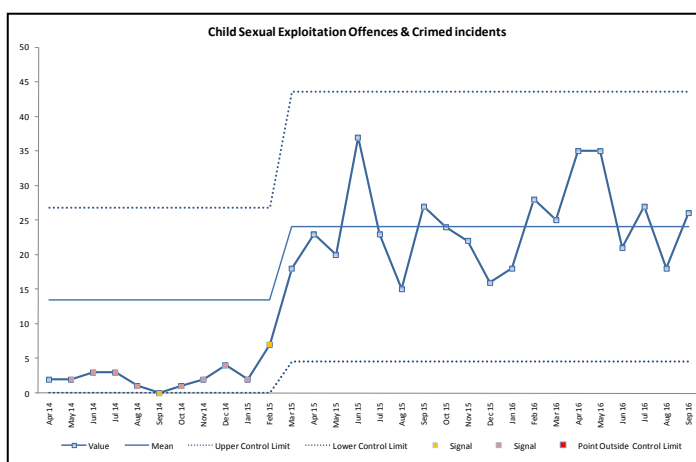The uplift in recording this quarter was due to an increase in common assault offences and a smaller volume increase (but large percentage increase) in cruelty/neglect to children offences. 23 cruelty/ neglect to children offences were recorded in the quarter, a considerable increase compared to the previous quarter (5). This increase was driven by a small uplift in North Warwickshire in August (12). Over half of the offences recorded in North Warwickshire were linked to a further offence (e.g. one incident involving multiple children). The majority of offences were alcohol-related.

Child Sexual Exploitation Offences & Crimed incidents

Legend: Value — Mean — Upper Control Limit — Lower Control Limit — Signal — Signal — Point Outside Control Limit

'Child Sexual Exploitation' (CSE) is one specific 'Child at Risk' marker identifying offences where children and young people under 18 have been or are at risk of being involved in exploitative situations where they receive something as a result of performing sexual activities, or having such performed on them.

71 CSE offences/ incidents were recorded in the quarter, a decrease compared to the previous quarter (91). The reduction in volumes last quarter (particularly in August) reflects seasonal trends and has anecdotally been linked to a reduction in referrals from schools during the summer holidays. Longer term trends for CSE show a general increase in the use of the marker from February 2015.

Cyber / Online Crime

Cyber Offences

	Jul	Aug	Sep
North Warwickshire	30	24	24
South Warwickshire	13	22	17
Warwickshire	**43**	**46**	**41**

Legend: Value, Mean, Upper Control Limit, Lower Control Limit, Signal, Signal, Point Outside Control Limit
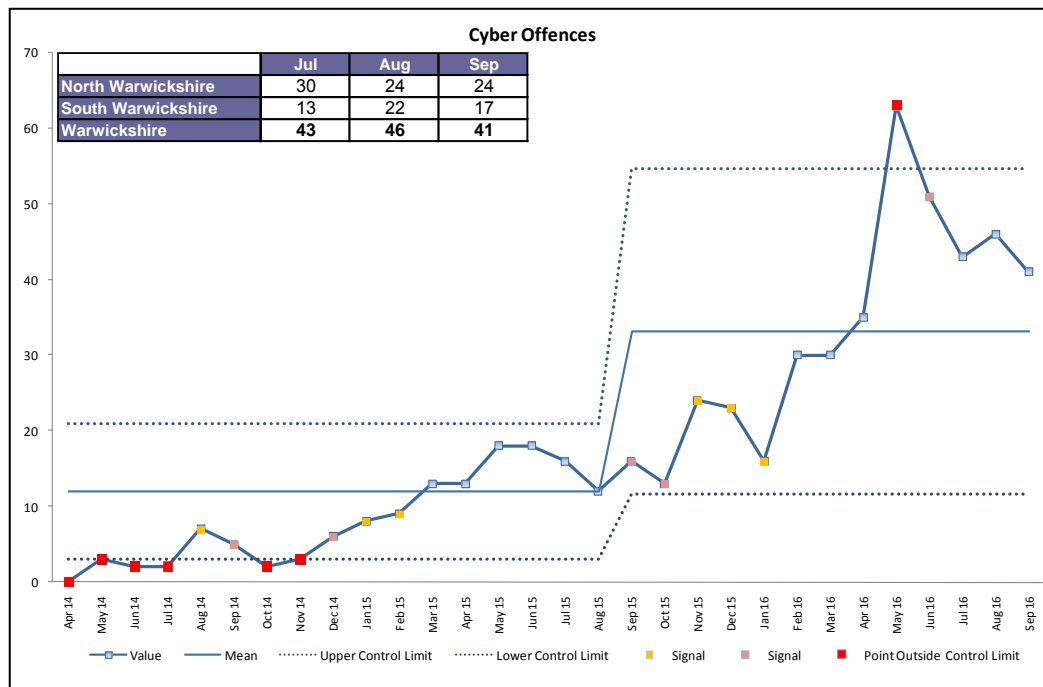
A marker for cyber crime offences was introduced in April 2014, in order to assist in the identification of such offences. The marker is an internal method of being able to identify those offences with an online presence, including sexual and violence without injury offences. The increased use of the marker over the last 12 months reflects increased awareness internally and the appointment of alliance cyber crime co-ordinators to champion these issues.

130 offences were flagged as cyber/online crime this quarter, a small decrease compared to the previous quarter (149) but above the current quarter average (104). Above average volumes have been seen across both policing areas since the start of the financial year.

Malicious communication offences account for 54% of all cyber crime offences.

The alliance is actively advocating the Cyber Essentials government scheme to businesses. This scheme provides certification to businesses who have obtained a specified level of cyber security.

The alliance will also implement a new national policy in October to provide an additional service to victims of cyber dependent crime. As part of this policy, Action Fraud will refer triaged investigations (i.e. those which meet set criteria) to the OCC for the force to provide victims with an appropriate response.

2.4.3 Anti-Social Behaviour

Signs of Success would be:	Accurate reporting and risk assessing of ASB incidents

Anti-Social Behaviour

	Jul	Aug	Sep
North Warwickshire	1033	987	908
South Warwickshire	660	691	644
Warwickshire	1693	1678	1552
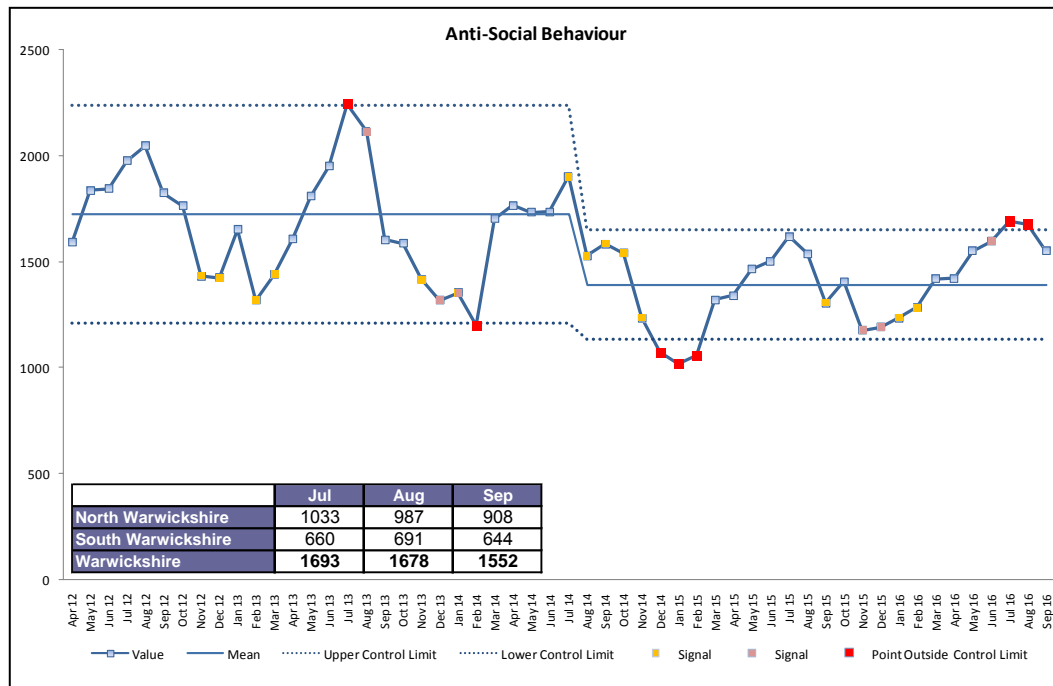
2,923 ASB incidents were recorded in the last quarter, an increase compared to the previous quarter (4,923) and the quarter average (4,303). The reporting of ASB tends to be seasonal with volumes at their highest during the late spring/summer months and at their lowest during the late winter months. The reduction in ASB volumes has been driven by a reduction in North Warwickshire.

There has been a recent process change in the way ASB is recorded in Warwickshire so now all incidents are logged directly on the incident recording system. This will allow us to determine the full picture of ASB - it is anticipated that volumes of recorded incidents will increase.

2.4.4 Road Traffic Casualties

Signs of Success would be:	Reduction in fatal and serious injury casualties

In the last quarter there were 6 road deaths and 73 serious injury collisions resulting in 81 serious injury casualties. Of the fatalities, 3 were drivers, 2 were motorbike riders, and 1 was a passenger.

In the last quarter 3 fatalities occurred in North Warwickshire (which included 2 motorway fatalities) and 3 occurred in South Warwickshire.
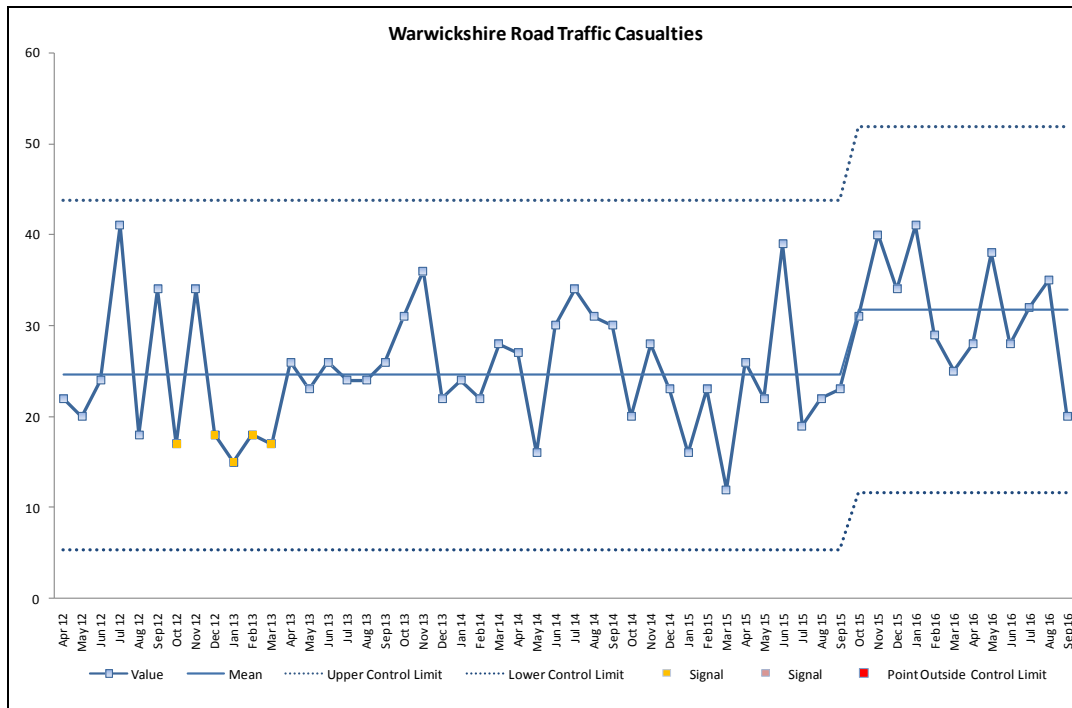
The Safer Roads Partnership has identified 3 high harm routes across Warwickshire, requiring focussed police activity and visibility to reduce casualties. These are subject to daily tasking within Policing Areas and activity is reviewed monthly with data presented to local Tactical Tasking meetings to inform future opportunities and activity required to reduce KSIs.

Aim: To Ensure an Efficient and Effective Police Service

2.5 DEMAND REDUCTION

2.5.1 Response Times to Emergency Incidents

Signs of Success would be:	Respond to all incidents in a timely manner and provide a high quality of service Stabilise increasing trend of attendance times

The alliance managed response guidelines are to safely deploy the nearest available and appropriate resource as expeditiously as possible, while assessing the threat, risk and harm associated with the incident and other emergency demands for service at that time. While time of response is a key indicator, the quality of the response is also important and this information should be considered in conjunction with user satisfaction performance.

The National Contact Management Programme recommendation of responding to emergency calls in 20 minutes is regarded by the alliance as a minimum standard.

The dedicated working group continues to drive response time performance and analysis has focussed on data quality.   An ongoing project with ICT and Control Room colleagues, is identifying issues with the data and putting processes in place to ensure that response time data is as accurate as possible.

7,486 emergency incidents were recorded in the last quarter. Almost 9 out of 10 (89%) were attended within 20 minutes. We are currently undertaking analysis into those emergency incidents not attended within 20 minutes to determine if they are influenced by geography, time of day/ day of week factors or other OCC processes.

% of Emergency incidents attended within 20 mins - Warwickshire

Legend: % within 20 mins — Aspiration 90%
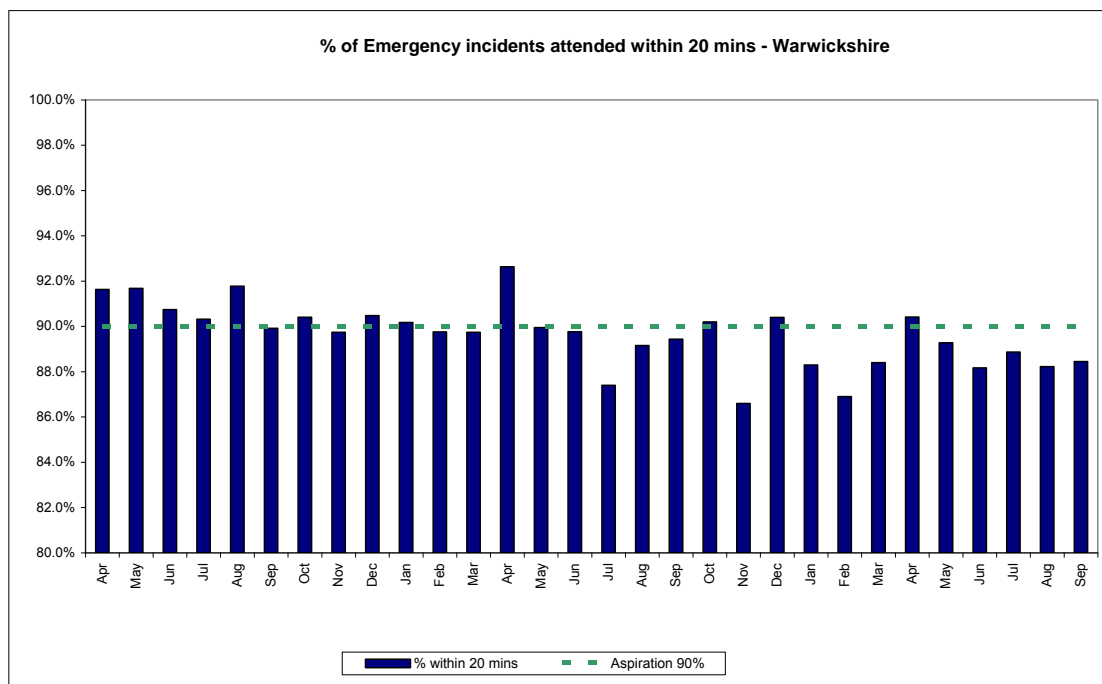
NB: from April 2016 we have been able to produce a more accurate data set

The current average response time for emergency incidents is 11 minutes.

The volumes of both total incidents and emergency incidents reported to Warwickshire police shows a generally increasing trend. With finite resources, this will contribute to the long term rising trend in emergency response time (however response times remain well within the 20 minute recommendation).
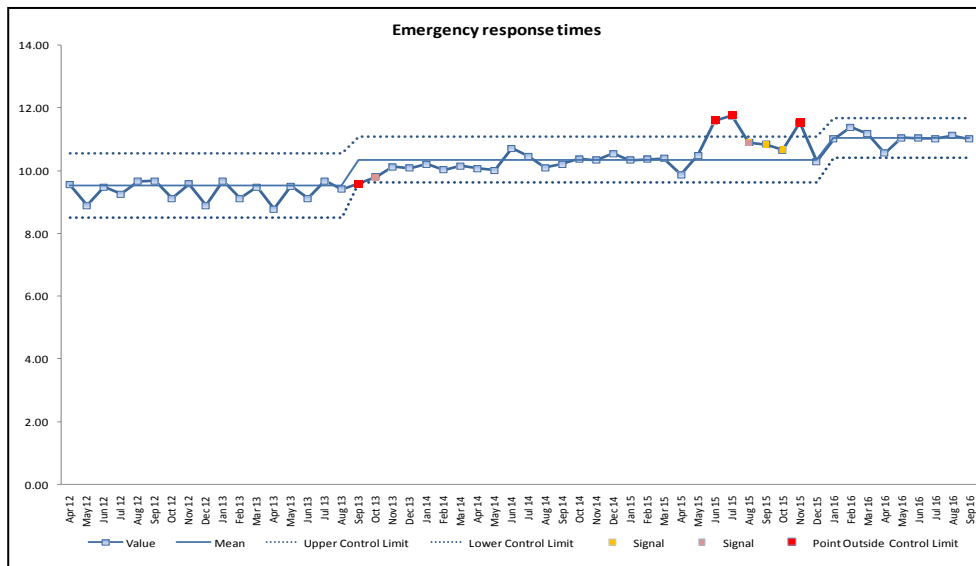
The introduction of the mobile working project across the alliance and initiatives emerging from the Control Centre change programme are anticipated to have a positive impact on response time performance.

2.6 WORKFORCE

2.6.1 Sickness

Signs of Success would be:	Improved staff wellbeing – improving levels of attendance

Workforce sickness forms part of the overall Health & Wellbeing Agenda around staff welfare.

In the last quarter, officer sickness levels peaked in July but reduced during August and September. Across the alliance, the average percentage of days lost to sickness in the last quarter was 3.95% for officers, compar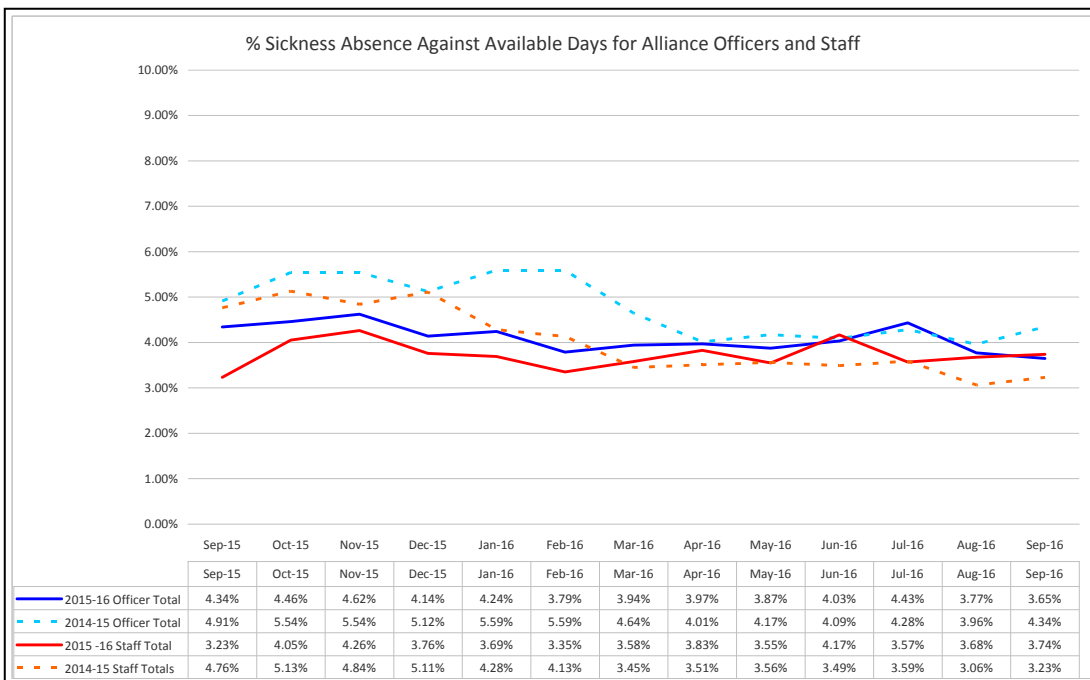able to the previous quarter. Overall the last quarters' average sickness showed an improvement in comparison to the same quarter in 2015.

For police staff, the average percentage of days lost in the last quarter was 3.66%, an improvement on the previous quarter which averaged at 3.85%. However the rate in the last quarter was slightly higher compared to the same quarter in 2015.

% Sickness Absence Against Available Days for Alliance Officers and Staff

	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16
2015-16 Officer Total	4.34%	4.46%	4.62%	4.14%	4.24%	3.79%	3.94%	3.97%	3.87%	4.03%	4.43%	3.77%	3.65%
2014-15 Officer Total	4.91%	5.54%	5.54%	5.12%	5.59%	5.59%	4.64%	4.01%	4.17%	4.09%	4.28%	3.96%	4.34%
2015-16 Staff Total	3.23%	4.05%	4.26%	3.76%	3.69%	3.35%	3.58%	3.83%	3.55%	4.17%	3.57%	3.68%	3.74%
2014-15 Staff Totals	4.76%	5.13%	4.84%	5.11%	4.28%	4.13%	3.45%	3.51%	3.56%	3.49%	3.59%	3.06%	3.23%

National comparative data (for the year ending 31March 2016) published in May 2016 shows a significant improvement for both officer and staff attendance in comparison with the 43 other Forces nationally. The next update is expected in November 2016.

		Mar-16		Mar-15	
		%	Rank	%	Rank
Warwickshire	Officer	4.2%	18th	6.0%	42nd
	Staff	4.4%	26th	5.8%	43rd
National	Officer	4.4%		4.1%	
	Staff	4.4%		4.1%	

NB: The National picture is to 1 decimal place.

Commitment to the Health and Wellbeing agenda was seen in the recent accreditation of the alliance to both the Workplace Wellbeing Charter (WWC) and the Disability Confident Program. The 2016 Staff Survey will be launched in October, with initial results available in the new year.

2.6.2 Recruitment

Officers

Predictive Modelling Report - All Ranks 2016/2017

Legend: Actual Strength (Alliance) — Alliance proposed numbers — Actual Strength Minus Trainees
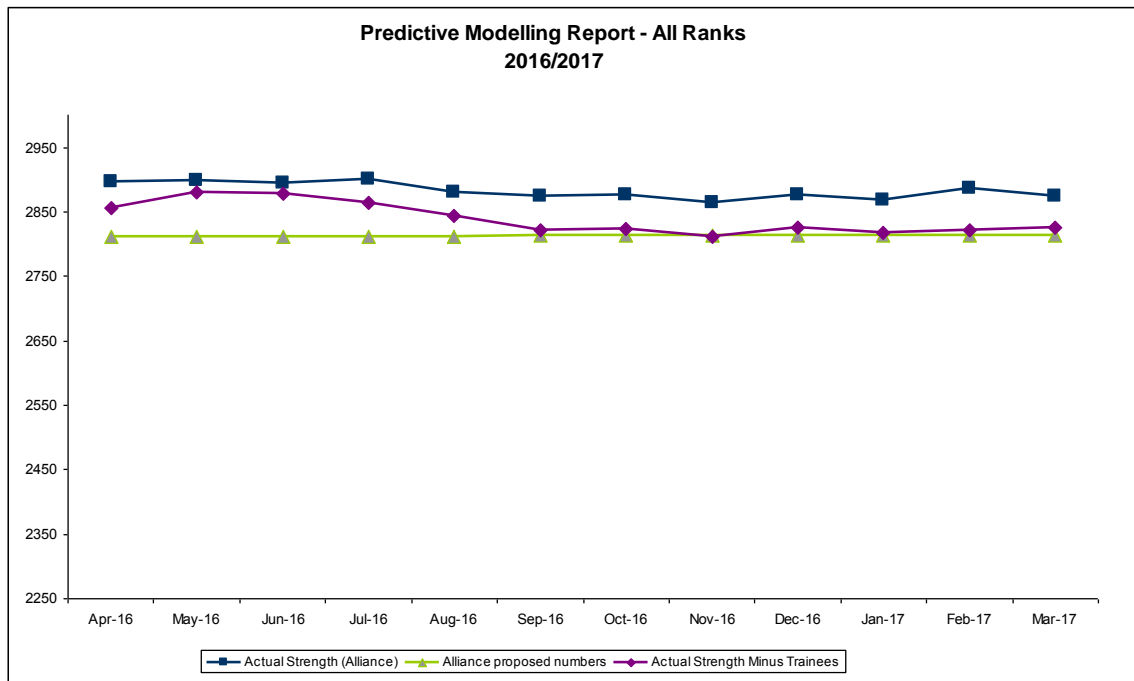
The chart shows that the alliance is meeting its agreed establishment for police officers.

The purple line represents the actual deployable strength; it treats officers in their first 6 months of training as not fully deployable.

Staff

Police Staff vacancy levels are monitored at local Deployment Panels and reported to the Workforce Management Group (WMG) each month. Between July and September 2016 the average number of vacant posts was 133, of which 98 were being actively recruited to and 35 were 'on hold' pending the outcome of restructuring, role review etc.

2.7 INTEGRITY

The following data is supplied by Professional Standards Department and is collated on a cumulative basis. Hence the data below is for October 15 to September 16.
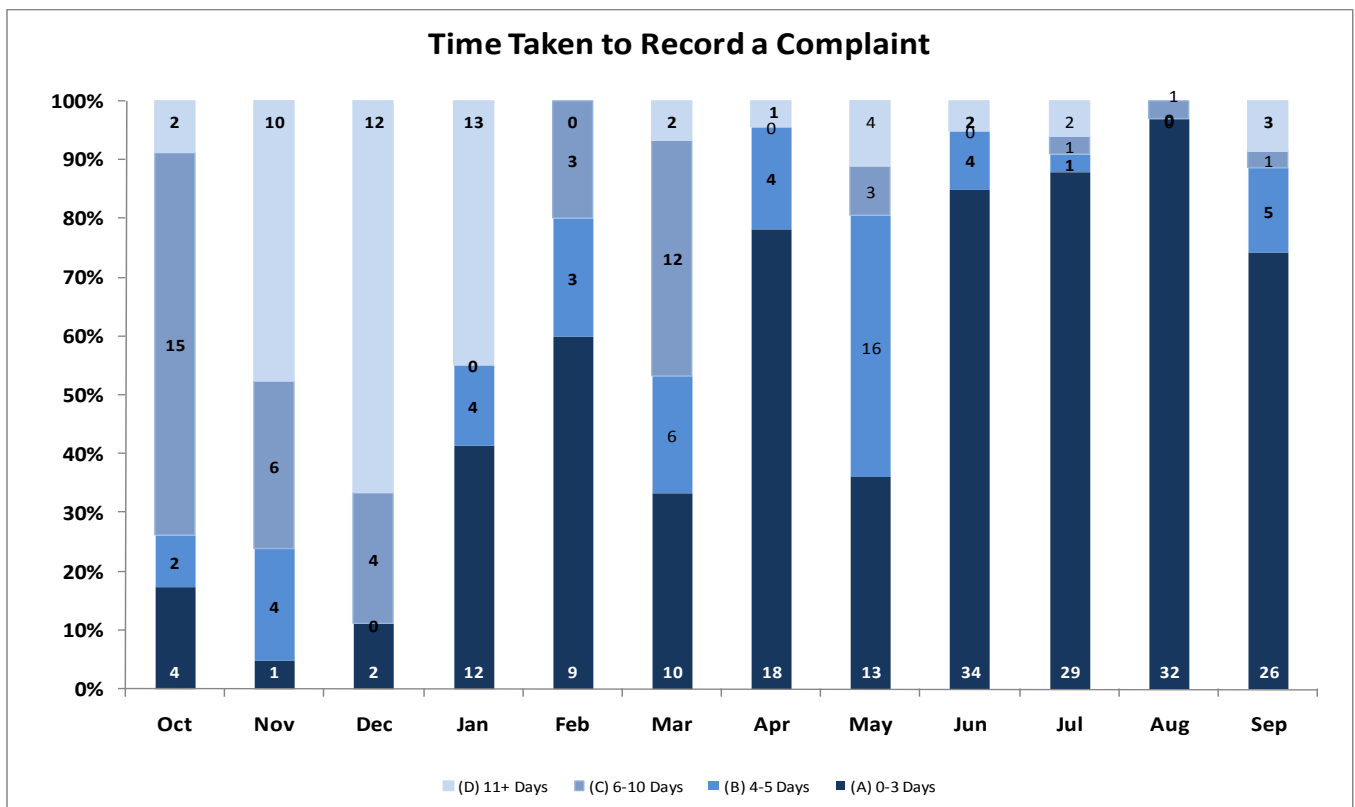
2.7.1 Complaints

Signs of Success would be:	Overall reduction in complaints Timeliness within national guidelines

Due to previous performance issues identified in relation to the timeliness of recording complaints and finalisation of complaints, the below focuses on these two areas. The charts help to provide a greater understanding of the forces position and progress.

The national target is to record cases within 10 days and to finalise within 120 days. The alliance forces seek to improve on this and aim to record & action cases as soon as possible, aspiring to record 80% of all complaints within 3 days. In the second quarter of 2016/17, 89.6% were recorded within 3 days, a significant improvement on the previous quarter (73.4%) and well above the 80% aspiration.

The second national measure in relation to dealing with complaints is to finalise cases within 120 days. In the second quarter of 2016/17, 83.9% of cases were finalised in 120 days, an improvement on the first quarter (77.4%). 16.1% of cases in the second quarter have/are taking more than 120 days to finalise and work is ongoing to bring them to conclusion.

Further analysis of open cases shows a significant reduction in the number of older open cases, which is the result of significant work and focus upon concluding cases; both those held within the Professional Standards Department and on local policing areas.

Time Taken to Finalise a Complaint

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
(E) 300+ Days	0		1	1	1			3	1	1	0	1
(D) 120-299 Days	3	2	11	6	3	1	4	6	3	2	1	5
(C) 100-119 Days	2	1	1	1	1	3	1	2	2	2	0	1
(B) 50-99 Days	6	2	8	5	2	0	4	15	12	2	1	7
(A) 0-49 Days	6	6	6	3	5	3	2	14	16	15	16	8

Legend: (E) 300+ Days, (D) 120-299 Days, (C) 100-119 Days, (B) 50-99 Days, (A) 0-49 Days
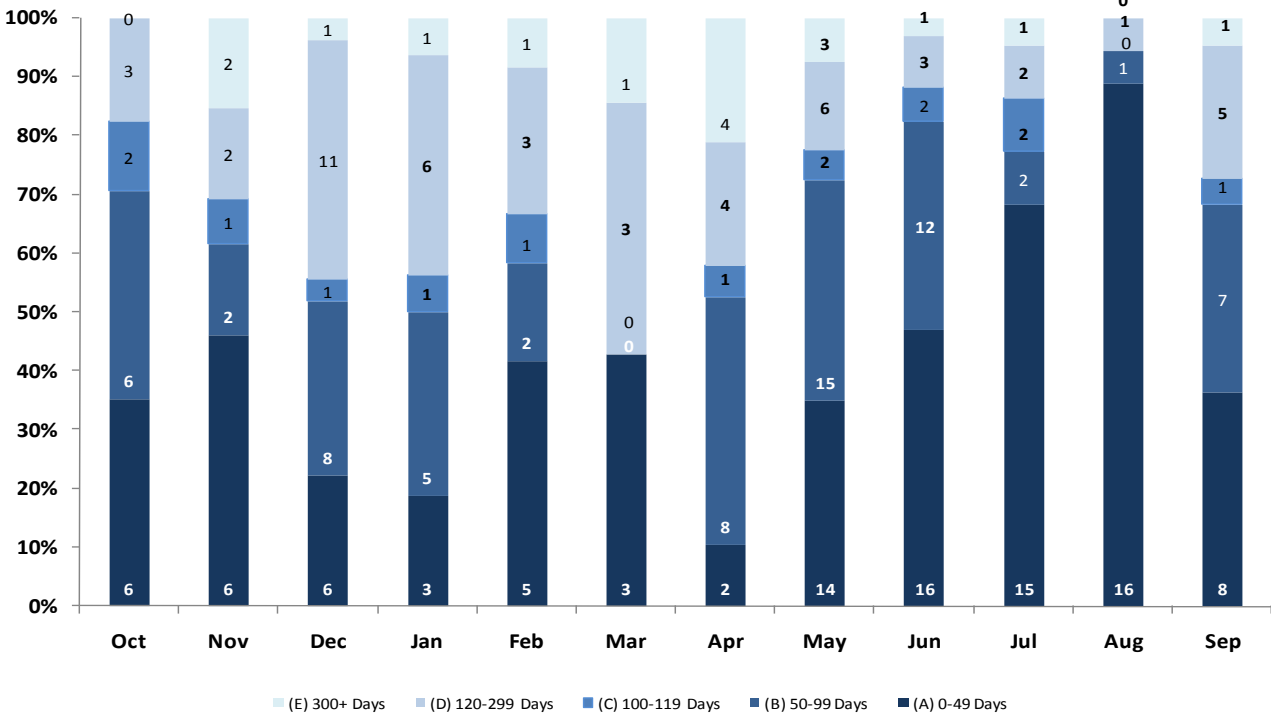
2.8 EFFICIENCY

2.8.1 Firearms Licensing

Signs of Success would be:	Timeliness in processing renewal applications

Across the alliance, there are approximately 63,000 firearms and associated licenses, renewable in a 5 year cycle. A transitional action plan is in place within the Unit to ensure this demand is dealt with in the most efficient way possible.

Issuing temporary permits has cleared the backlog of expired certificates and there are now no licence holders with expired licenses. Temporary licences will continue to be issued for all certificate renewals to help speed up the process and even out the demand cycle. However it is recognised that this is only a temporary fix. Following changes to APP guidance & associated legislation processes will be adapted so some renewals are pushed from one year to the next, thereby starting to level out demand.

A performance management framework is being developed to help monitor and track progress of this and other elements of the transitional plan. This performance framework will be finalised when the Kier commissioning review of Firearms Licensing reports is completed later this month. The commissioning review will provide a business plan product for changes required in the FLU business in order to reduce and level out demand to a manageable year on year figure across the five year renewals cycle.

PEEL: Police efficiency 2016

An inspection of Warwickshire Police

Contents

Introduction

As part of its annual inspections into police effectiveness, efficiency and legitimacy (PEEL), HMIC assesses the efficiency of police forces across England and Wales.

As with all public services, it is vital that the police service operates in a way that makes the most of all its available resources. Police forces need to make sure they understand the current demand for their services. This is to make sure that they use all the resources available to them to fight all types of crime and to protect communities. Also, forces need to be looking to the future to understand how that demand may change and to plan where they need to invest extra resources or change the ways they operate so that the public can continue to receive the policing it expects and deserves.

As part of the government's objectives to cut public spending, central funding to the police service in England and Wales has been reduced by around 20 percent since 2011. Police forces across England and Wales have faced a difficult challenge to sustain effective levels of policing in the face of significant budget cuts. Forces need to continue to make efficiencies and invest resources wisely in order to maintain a focus on reducing crime and keeping their communities safe. HMIC considers that a police force is efficient if it is making the best use of its resources to provide policing services that meet expectation and follow public priorities, and if it is planning and investing wisely for the future.

HMIC's efficiency inspection assessed all of these areas during 2016. More information on how we inspect and grade forces as part of this wide-ranging inspection is available on the HMIC website (www.justiceinspectorates.gov.uk/hmic/peel-assessments/how-we-inspect/). This report sets out our findings for Warwickshire Police.

Reports on Warwickshire Police's legitimacy and leadership inspections will be available on the HMIC website (www.justiceinspectorates.gov.uk/hmic/peel-assessments/peel-2016) in December 2016. Our reports on police effectiveness will be published in early 2017.

Force in numbers

£ Financial position

Forecast change in total gross revenue expenditure

2016/17	2019/20	Percentage change
£100m	£99m	-1%

Forecast savings:

Amount of forecast savings

2016/17	2019/20
£3.5m	£0.2m

Percentage of gross revenue expenditure

2016/17	2019/20
3%	0%

Workforce

Planned change in officer numbers

2015/16	2019/20	Percentage change
836	868	+4%

Planned change in total workforce

2015/16	2019/20	Percentage change
1,509	1,534	+2%

Officer cost per head of population in the 12 months to 31 March 2016

Warwickshire Police	England and Wales force average
£85	£98

Workforce cost per head of population in the 12 months to 31 March 2016

Warwickshire Police	England and Wales force average
£132	£143

Calls for assistance

999 calls per 1,000 population 12 months to 31 March 2016

Warwickshire Police
111

England and Wales force average
124

Recorded crime

Changes in recorded crime (excluding fraud) per 1,000 population 12 months to 31 March 2016

2014/15
49

2015/16
57

Percentage change in recorded crime (excluding fraud) per 1,000 population 12 months to 31 March 2016

Warwickshire Police
+16%

England and Wales force average
+9%

Victim satisfaction

Victim satisfaction with the overall service provided by the police 12 months to 31 March 2016

Warwickshire Police
85%

England and Wales force average
84%

For further information about the data in this graphic please see annex A

Overview – How efficient is the force at keeping people safe and reducing crime?

Overall judgment[1]

● ● ● ○ **Good**

Warwickshire Police is good in how efficient it is at keeping people safe and reducing crime. The force has a comprehensive understanding of its current and likely future demand and makes use of a range of demand tools; there are also plans to introduce predictive analytics. The force uses its resources to manage demand well and is changing the composition of the workforce to meet the challenges of the future. The force is working towards establishing a new operating model which is part of its Vision 2020 plan for the future. The force's change programme is robust and subject to external oversight and the force is making good use of commercial partners to bring specialist skills and expertise to deliver Vision 2020.

Overall summary

The force has entered into a strategic alliance with West Mercia Police (the alliance), whereby all posts below deputy chief constable are shared. Both forces have a single vision and set of values and work to a harmonised set of policies. As a result, practice and procedures should be the same in both forces, and in this inspection, HMIC found that to be the case. Therefore, save for specific localised examples, all references to the force can be read as applying equally to the alliance.

The force is good at understanding the current and likely future demand for its services. Its intelligence analysis supports the daily management meeting and extensive demand analysis has led to changes to the composition of the workforce. This ensures that resources are aligned to the areas of greatest need. The force intends to refine this understanding by recruiting an analyst to record real-time demand data from all of the force's ICT systems. It has also carried out further research to deepen its understanding of secondary demand, for example the time invested in the investigation of offences.

The force is good at using its resources to manage current demand. The force's priorities are identified in a forward-looking strategic assessment, and an accompanying control strategy ensures that they are properly resourced.

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[1] HMIC judgments are: outstanding, good, requires improvement and inadequate.

The force's people strategy outlines how it plans to establish and maintain the correct blend of skills and experience in the workforce; this is managed through the monthly workforce management group (WMG). The WMG has recently undertaken a comprehensive skills assessment as part of this programme.

The alliance between Warwickshire Police and West Mercia Police is more extensive than any other and is unique in the police service. The force also collaborates with five partner organisations in the unique Place Partnership Limited (PPL). PPL is an ambitious joint venture involving the sharing of estates and facilities management. This collaboration aims to save £58m over ten years through the sharing of services and realise disposal receipts of around £100m through the sale of obsolete buildings.

The force has a well-established change programme which uses a dashboard to track project benefits and is clearly linked to the force's medium-term financial plan (MTFP).

The force is good at planning for demand in the future. It has used extensive demand analysis to inform Vision 2020, which includes technological advances, notably a significant upgrade of the ICT operating platform. The force is seeking to appoint external partners with expertise in transformational change to lead change and has commissioned consultants to advise on the ICT developments.

The MTFP is prudent and includes a credible programme to balance the budget, including some use of reserves. The force is investing in capital projects, such as the redesign of control rooms, to make savings. The exact scale of the anticipated savings has yet to be determined.

Recommendations

Warwickshire Police is a good force. HMIC has not identified any causes of concern and therefore has made no specific recommendations.

How well does the force understand its current and likely future demand?

A good understanding of the demand for police services is vital in ensuring that forces have the right resources in the right place to provide the right level of policing now and in the future. This means not just an understanding of reported incidents but also how well a force proactively looks for demand that is less likely to be reported (e.g. incidents relating to modern slavery or child sexual exploitation) so that it can ensure that it protects the most vulnerable victims. Forces also need to understand how much resource to put into work that prevents crime and anti-social behaviour from occurring in the first place. It is important that forces continually review how they operate to ensure that they are not wasting police resources by operating inefficiently or responding to unnecessary demands.

Forces must understand how demand is changing and how they need to change in order to adapt to ensure that they can plan for the future and continue to respond effectively. As well as assessing likely future threats and risks from crime, this also means understanding and assessing the potential impact of wider societal and environmental changes on the demands they will face.

How well does the force understand the current demand for its services?

Police services cover a wide spectrum of activities and go far beyond the most obvious demands for providing a response to 999 calls, protecting victims of crime and pursuing offenders. It is important that forces have a comprehensive understanding across the whole range of different demands they face, including early intervention work with other organisations to prevent crime and proactively seeking out 'hidden' crimes (e.g. domestic abuse, internet crime, fraud, modern slavery and crime in communities who are more reluctant to trust or engage with the police). Police forces also need to understand how efficiently they run their own operations in order to avoid wasted effort and to ensure that they make the best use possible of all available resources.

Figure 1: Volume of 999 calls per 1,000 population received by Warwickshire Police compared with England and Wales in the 12 months to 31 March 2012 to the 12 months to 31 March 2016
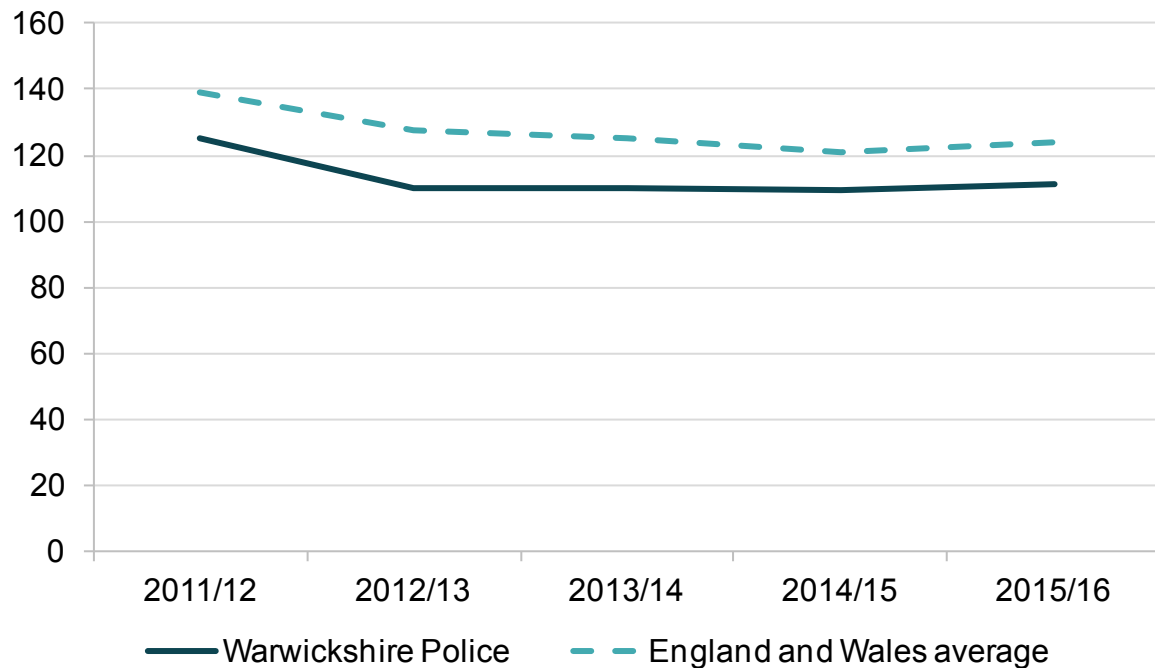
Source: Home Office Annual Data Requirement
For further information about the data in figure 1, please see annex A

Warwickshire Police received 111 '999' calls per 1,000 population in the 12 months to 31 March 2016. This was broadly in line with the England and Wales average of 124 calls per 1,000 population. In the 12 months to 31 March 2012, the force received 125 '999' calls per 1,000 population, broadly in line with the England and Wales average of 139 calls per 1,000 population.

Figure 2: Police recorded crimes per 1,000 population in Warwickshire Police compared with England and Wales in the 12 months to 31 March 2012 to the 12 months to 31 March 2016

■ Non victim-based crime   ■ Victim-based crime
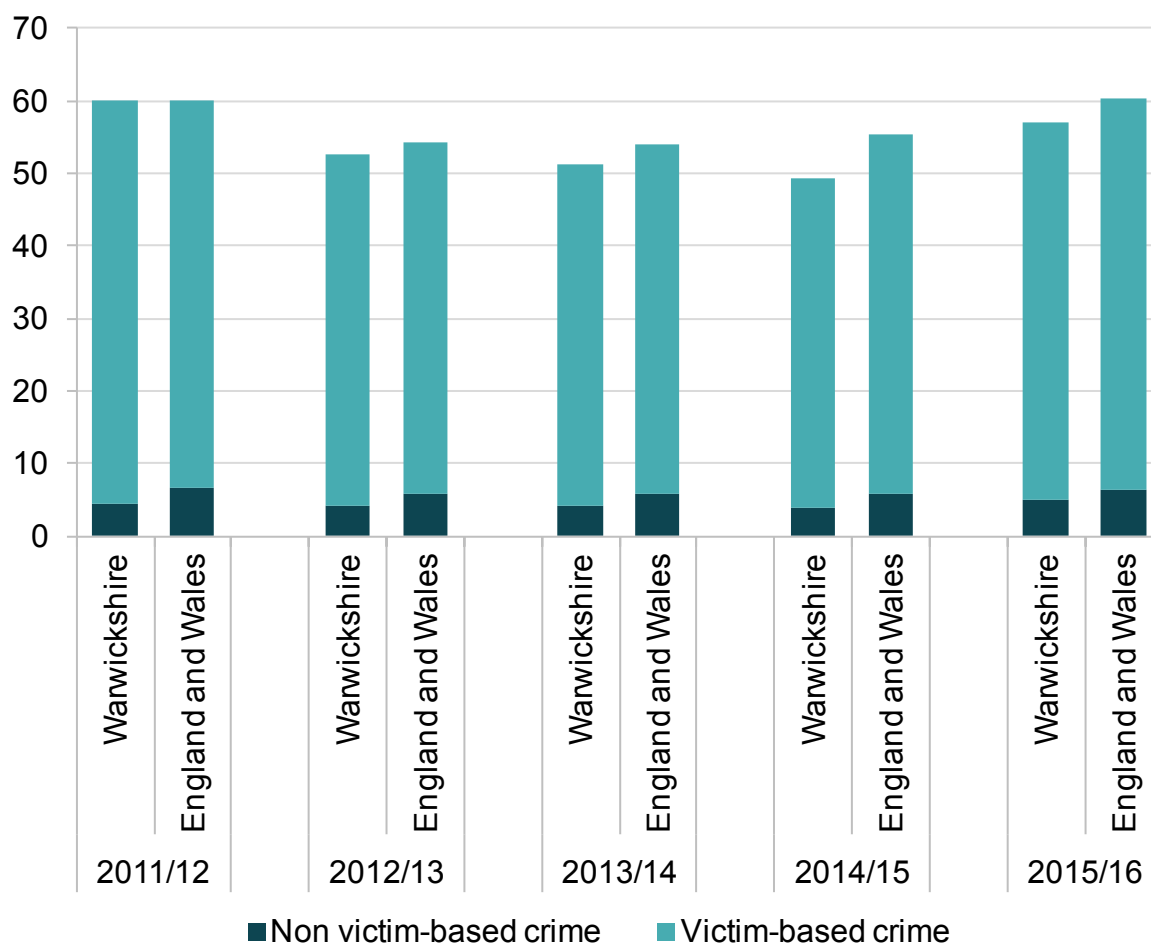
Source: Home Office Police recorded crime data
For further information about the data in figure 2, please see annex A

With regard to police recorded crime for the 12 months to 31 March 2016, Warwickshire Police recorded 52.0 victim-based crimes per 1,000 population, broadly in line with the England and Wales average of 53.8 victim-based crimes per 1,000 population. Over the same period, Warwickshire Police recorded 4.9 non victim-based crimes per 1,000 population, lower than the England and Wales average of 6.5 non victim-based crimes per 1,000 population. There has been a decrease in the victim-based crime rate of 6 percent and an increase in the non victim-based crime rate of 12 percent since the 12 months to 31 March 2012.

There is a comprehensive understanding of demand in Warwickshire Police and West Mercia Police; the foundation of the alliance was based upon extensive research to ensure that resources were aligned to the areas of most need. The impetus for the understanding of, and alignment of resources to, demand is an action plan which is overseen by a chief officer. The action plan tracks both short-term and long-term improvements. Short-term improvements include such things as the implementation of single-crewed vehicles and what are known as 'diary' cars. The force recognised that not all geographical areas require all vehicles to be crewed by

two officers at all times of the day. In areas where risks to the safety of the workforce are deemed to be lower, single-crewed vehicles have been introduced and are making better use of officer time. Similarly, recognising that much of the force's deployments are to incidents that do not necessarily require an immediate response, appointments are now diarised in advance. This ensures that the expectation of individuals who need a police service are met, at the same time as knowing that resources will be available.

These simple but effective adjustments mean that resources are now more effectively deployed. Longer-term plans to address demand form part of the force's Vision 2020 change programme. The force is working with a commercial partner, an established market leader in the field of agile working, to bring about transformational change. This will include customer services management tools to facilitate online 'self-service', remote working for the entire workforce and the automated allocation of available resources to tasks and deployments that need to be completed.

The force understands that demand is wider than calls for service; for example, in the new investigative (pathfinder) model it has developed a profile of the demand placed on its services by partner organisations. This is important because a significant part of criminal investigation involves activity which is difficult to quantify in terms of time taken or the resources needed. The force has undertaken research to identify such activity; it includes such activities as attending meetings with social services to discuss the wellbeing of children who are at risk of abuse or neglect and contributing to care programmes to support domestic abuse victims.

This type of activity is often referred to as hidden demand: less obvious in its nature but no less onerous in terms of the required obligations it places on the force. A comprehensive understanding of the range of demand associated with investigation presents a number of advantages for the force. First, it provides more clarity about which tasks require police officer skills and which can be completed by police staff; it highlights the additional resources that will be required to investigate types of crime which are increasing in volume (for example domestic abuse and sexual offences); and it indicates the skills and experiences that will be needed in the future. Most importantly, it is vital to inform workforce planning as the force moves towards the new operating model set out in Vision 2020.

There is a significant focus on demand in the force's approach to performance management. Service levels in terms of the time taken to answer 999 and 101 calls, the attendance at crime scenes and other incidents, and the service provided to victims are prominent in assessing how the force manages performance.

The force has a detailed understanding of a wide range of demand for its services based on a detailed examination of management information. Intelligence analysis supports the daily management meeting which effectively prioritises the allocation of resources.

How well does the force understand potential future demand for its services?

Demands for police services are continually evolving. Forces need to anticipate and understand likely future changes so that their plans keep pace with the public's needs and expectations. Potential future demand includes new and emerging types of crime, such as cyber-crime, modern-day slavery and human trafficking. Also, it includes changes to the communities that forces serve, developments in technology and environmental events, such as flooding.

The force understands and anticipates future demands in a number of ways. Statistical trend analysis is used to identify crimes that are likely to increase in volume in future years. The force has also recently appointed a specialist business analyst to assist with predictive analysis. Current trends include increases in domestic abuse and sexual offences. This research has been important for workforce planning; it will enable the force to increase resources in areas of pressure as it moves towards the operating model set out in Vision 2020.

The force understands new and emerging crimes by conducting detailed research. In particular, research documents, known as 'problem profiles', have been completed for modern-day slavery, human trafficking and so-called honour-based violence. As well as highlighting the current and future prevalence of these types of crime, the profiles also set out how the force would respond should there be a surge in that type of offending. For example, should the force become aware of intelligence in relation to human trafficking, the profile details all the lorry parks where concealed migrants might make their escape. Additional information includes plans to search for migrants and the resources required to undertake such activity.

Frontline staff we spoke to showed an understanding of these types of crime; they know how they might come across them in their day-to-day activity and how to contact specialist officers should they have suspicions or concerns.

The force is also aware that new ways of working, if not properly managed, may bring with them additional burdens which can be resource intensive and costly. For example, a key element of Vision 2020 is to maximise the opportunities from technological developments. Part of this is programme is to issue body-worn video cameras to frontline officers to secure better evidence for prosecutions. However, progress in the rest of the country in using body-worn video cameras has been hampered by the capacity needed for digital storage and retrieval of photographic data. The alliance is about to introduce a new computer-operating platform and is

taking advantage of this to develop a digital repository hub. This will be compatible with the force's future ICT architecture and will also address all of the force's digital storage needs. The hub involves more than images from body-worn video cameras and includes footage recorded on in-car cameras, CCTV images, recordings of police interviews and 999 calls. This leaves the force well placed to maximise the benefits of policing in a digital age in an efficient, manageable way.

The force understands the potential impact that the budgetary restraints faced by its operational partners may have on police services. The force has assessed how it will adjust its operational practice should its partners decide to revise their services because of budget cuts. This includes from the potential reconfiguration of local authorities.

As a consequence of this uncertainty, Warwickshire Police adopts a flexible approach to current and future joint working arrangements. For example, the collaborative arrangements that exist between the force and councils to support vulnerable victims of crime are kept under regular review.

Summary of findings

Good

HMIC found that the force is good at understanding its current and likely future demand. This understanding is based on extensive research at the time when Warwickshire and West Mercia first formed the alliance. The force has developed this by analysing less obvious areas of demand, such as work with social services and other organisations to support children at risk and victims of domestic abuse. This now forms the basis of the new operating model to be introduced as part of Vision 2020. The force has agile processes in place to identify changing crime patterns and other areas of demands on its resources, which means that resources are aligned to the areas of most pressing need.

A clear governance structure, supported by regular forward planning, ensures the force can address longer-term demand pressures. This is informed by historic statistical trend analysis and also predictive analytics to strengthen the alliance's capability in this regard.

The force has produced detailed profiles of new and emerging crimes such as modern slavery, human trafficking and so-called honour-based violence. These profiles have associated plans to escalate and prioritise activity should there be intelligence of this type of crime being committed. The force has also developed a network of subject-matter experts should large-scale investigations of this nature be necessary.

The force will very soon be introducing a new ICT operating platform; it is using this opportunity to be at the leading edge of technological advances in digital policing. This includes the introduction of a digital repository hub which will allow the force to obtain maximum benefit from the use of body-worn video cameras, CCTV evidence and the digital presentation of evidence in prosecutions. Additionally, the blueprint for new control rooms will transform customer access to the force through on-line services; it will also automate the allocation of resources to incidents and tasks that need to be completed.

How well does the force use its resources to manage current demand?

Police forces need to operate in a way that makes the best use of all available resources so that demand is met and public expectations are satisfied. We looked at the extent to which Warwickshire Police has the right people with the right skills in the right place to protect the public and to fight crime. Police resources have been reducing continually over recent years. It is increasingly important that resources are aligned to priorities to provide value-for-money services that tackle priorities, manage demand and meet financial requirements. This not only involves a force using its own workforce as efficiently as possible; it also involves the police working in new ways with others to ensure the best possible service to the public, and using all available resources to improve efficiency.

For a number of years, police forces have been focused on changing the way they operate and finding ways to save money in order to manage reducing budgets. It is important that these savings are sustainable and forces can demonstrate that they have achieved efficiencies while continuing to have the capacity and capability to meet demand.

How well does the force's current allocation of resources match demand, organisational and financial requirements?

Police forces need to consider many factors when deciding how to allocate their resources, including all elements of demand, local risks and priorities, and their national responsibilities. We look at how well Warwickshire Police assesses these factors in making decisions about the level of service to provide and how to use its resources to best effect.

Figure 3: Police officers, staff and police community support officers (PCSOs) as a proportion of total workforce in Warwickshire Police compared with England and Wales as at 31 March 2016
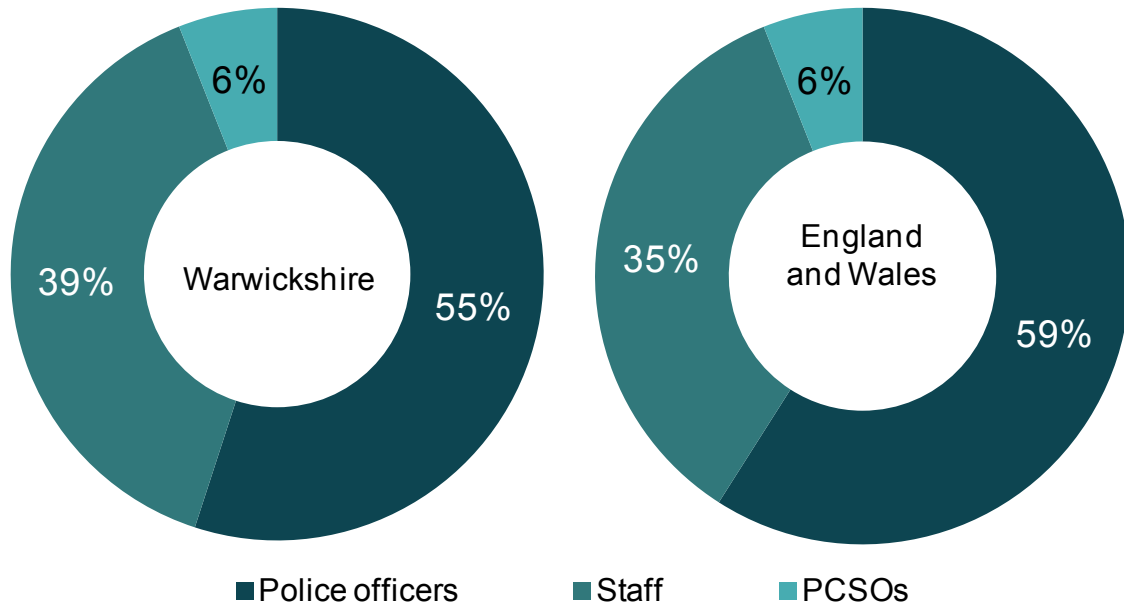
Source: Home Office Police workforce statistics
Note: figures may not add up to 100 percent due to rounding of numbers. For further information about the data in figure 3, please see annex A

As at 31 March 2016, police officers make up 55 percent of Warwickshire Police's workforce. This was broadly in line with the England and Wales average of 59 percent. The proportion of staff in Warwickshire Police was 39 percent, broadly in line with the England and Wales average of 35 percent. The proportion of police community support officers in Warwickshire Police was 6 percent, in line with the England and Wales average of 6 percent.

Figure 4: Planned changes in full-time equivalent (FTE) workforce from 31 March 2010 to 31 March 2020 for Warwickshire Police compared with England and Wales

	March 2010	Change from 2010 to 2016		March 2016	Change from 2016 to 2020		March 2020
		Force	England and Wales		Force	England and Wales	
Officers	973	-14%	-14%	836	4%	-2%	868
Staff	765	-23%	-21%	586	-5%	-5%	559
PCSOs	138	-37%	-35%	87	22%	-6%	107
Workforce total	**1,876**	**-20%**	**-18%**	**1,509**	**2%**	**-3%**	**1,534**

Source: HMIC Efficiency data collection
For further information about the data in figure 4, please see annex A

Managing demands for police services

The 2016/17 strategic assessment builds on demand analysis completed by the StraDA programme,[2] and identifies priorities using the MoRiLE methodology.[3] In doing so the force recognised it had gaps in service provision in relation to cyber-crime and modern slavery and took action to address these. For example, the force has issued operational guidance on how to respond to intelligence concerning the introduction of illegal migrant workers into the labour market. Plans are in place to draw in resources to detect, interrupt or prevent this activity, should the need arise. The strategic assessment enables the force to align its resources to priorities and understand where further intelligence may be required to enable it to identify new and emerging threats.

The force has a clear vision of the quality of service it provides and how it intends to manage demands upon its services, which is evident in the new investigative model (pathfinder). The force recognised that its investigative capability for protecting vulnerable people did not meet the demand profile for this type of work. As an alternative, it has developed a new model which provides more resilience. This has been achieved in a number of ways: the responsibility for investigating this type of crime has been extended to more officers; greater use is made of civilian

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[2] StraDA is the acronym for the programme responsible for Strengthening and Deepening the Alliance with West Mercia Police.

[3] Management of Risk in Law Enforcement – a structured methodology, to identify threats and risks from crime as well as to evaluate a force's capability to respond effectively.

investigators for tasks that do not need to be completed by police officers; and commitments to local councils to develop care programmes for vulnerable victims are better managed.

As the model has developed, the emphasis of operational policing has shifted from simply meeting demand to improving the quality of service. Primarily this relates to the treatment of and outcomes for victims, but also includes service levels with partners. By way of example, the force has given a guarantee to Warwickshire County Council that it will be represented at all case conferences held by social services to discuss plans for children who are at risk of abuse.

The force has used the model to make risk-based decisions about which resources will attend calls for service. The model also determines which officers will be responsible for investigations. These decisions are now made with the needs of the victim as the paramount consideration. This is in line with the wider approach to resource allocation known as THRIVE.[4] This has led to a break with tradition whereby it is no longer the type of crime committed which determines the level of investigation and has meant that some neighbourhood officers are now responsible for the investigation of burglaries, whereas more highly trained detectives investigate lesser offences if the victim is vulnerable.

Increasing efficiency

The force is increasingly focusing on service improvement, a priority which is being made clear to frontline staff in a series of workshops called Shaping the Future. The strategic service improvement board uses evidence-based studies and evaluation to reinforce opportunities for improvement with a focus on outcomes for the public. A good example of this is the evaluation of the pathfinder investigative model. The evaluation, which has been academically validated, showed there has been an increase in investigations being completed within the force's target of 30 days and increased levels of satisfaction among victims. Other improvements have included more manageable workloads and better case file preparation.

This focus on continuous improvement and benefits realisation is also an important element of the force's well-established change management programme. A recent review of this programme recommended further improvements, including consolidating a number of minor projects into the mainstream change programme.

The change programme includes several projects with a significant ICT component, such as the development of new high-tech control rooms. The upgrade of the ICT platforms across both forces in the alliance will mean that, for the first time, call handlers will have immediate access to all historical information relating to the caller,

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[4] The decision model known as THRIVE (threat, harm, risk, investigative opportunities, vulnerability, and engagement opportunity) helps staff to assess the threat and risk posed by each individual call and decide how best to resource calls for service or the investigation of crime.

the address they are calling from and the type of service they have previously required. This will ensure that their needs are more readily understood by call handlers and that the service provided is in line with their current circumstances.

Improvements will also include an online self-service facility for the public to report crime and receive automated updates on the progress of investigations and notifications on how cases are concluded. The allocation of frontline resources to demand will also become automated. An example of this is the use of geo-fencing to optimise efficiency. Geo-fencing automatically alerts patrols entering a geographical area where there are tasks awaiting completion and where there are high levels of crime or anti-social behaviour.

How well does the force improve the productivity of its workforce?

Finding ways to make police officers and staff more efficient when they are out in their communities and reducing time spent doing back office functions is essential to ensuring that police officers remain visible, on the beat and engaged in activities to reduce and fight crime. Police forces spend around 80 percent of their budget on staffing, so it is vital that the workforce is as productive as possible. This means forces need to ensure that all their staff have the skills and capabilities to provide the required level of service. We assessed how well Warwickshire Police understands the skills its staff need, both now and in the future; where there are gaps in either capacity or capability, we looked at whether the steps it is taking are appropriate to ensure that its staff work as efficiently and effectively as possible. We looked in particular at whether the workforce has the right level of digital skills, both to make the most of current ICT systems and to investigate crime digitally.

Understanding current workforce capabilities and gaps

The force's people strategy underpins its strategic and operational priorities; it also focuses on how the force will establish and maintain the best combination of skills and experience in the work place. The monthly workforce management group (WMG) provides the governance to achieve this. This meeting considers current workforce capabilities and gaps and where necessary directs action to address them. The WMG addresses areas where the force faces, or is likely to face, operational pressures. These can be in the short term where retirements, sickness absence or the secondment of staff to the change programme have led to an imbalance of skills and resources. In the longer term, the WMG is building a workforce to support the operating model set out in Vision 2020. Vision 2020 sets out the operating model and the workforce configuration that will be necessary to support it. These include areas of growth from new and emerging crimes and those areas where it is anticipated that there will be higher demand, such as cyber-crime, domestic abuse and the investigation of sexual offences.

Tackling workforce gaps

The force has recently completed a comprehensive skills assessment which is now used as a baseline to enable development towards the Vision 2020 operating model. The new head of learning and development has given this aspect renewed impetus; a different approach is being taken to how the force commissions and provides training and a newly appointed recruitment manager with extensive commercial sector experience has been successful in attracting talented individuals into specialist posts.

How well does the force work with others to improve how it manages demand for its services?

We assessed how well Warwickshire Police has explored all opportunities to work in collaboration with others to increase efficiency and provide better, more resilient services. This can include work with other police forces, local public sector organisations, the private sector and the voluntary sector. We looked at whether the force has a clear rationale for the decisions it has taken about how it works with others, and whether it has a good understanding of how successful its joint working has been in helping it to meet demand for its services better.

Collaboration benefits

The alliance between Warwickshire Police and West Mercia Police is the most extensive and unique in the police service. All roles below deputy chief constables are shared by both forces, working to shared policies and processes. The initial savings accrued were considerable and the alliance also offers an increased capability and capacity which it is considered that neither force could have attained individually.

The force has entered into a unique collaboration of six public sector partner organisations, known as the Place Partnership Limited (PPL). This is a new private company wholly owned by the public sector. PPL provides a cross-agency use of estates and facilities management, as well as the management of outsourced services to several public sector organisations. It aims to make £58m savings over ten years through the sharing of services and realise disposal receipts of around £100m through the sale of obsolete buildings. It has already identified savings of approximately £400,000 for the alliance. The Government Property Unit supported the partnership as a pathfinder for the Government's One Public Estate programme. PPL has attracted funding and support from the Department for Communities and Local Government, the Local Government Association, the Cabinet Office, the Home Office, the West Midlands Regional Improvement and Efficiency Partnership and the Worcestershire Partnership. PPL aims to provide wider benefits for communities, providing the foundation for 'one town' reviews which make public land available for local employment opportunities and regeneration. The breadth of agencies involved

in the partnership mean that local health, social care, education and law enforcement provision will be better aligned with the requirements of the community.

The force is currently working with partners to ensure that demand which has an impact on a number of public sector organisations is managed efficiently. There is a multi-agency safeguarding hub to protect vulnerable victims. The force also has well-developed partnership arrangements to manage the most prolific offenders; partners are co-located at Leamington and Nuneaton.

Figure 5: Projected percentage of net revenue expenditure (NRE) in Warwickshire Police, compared with England and Wales, on collaboration with other forces in the 12 months to 31 March 2016 to the 12 months to 31 March 2020
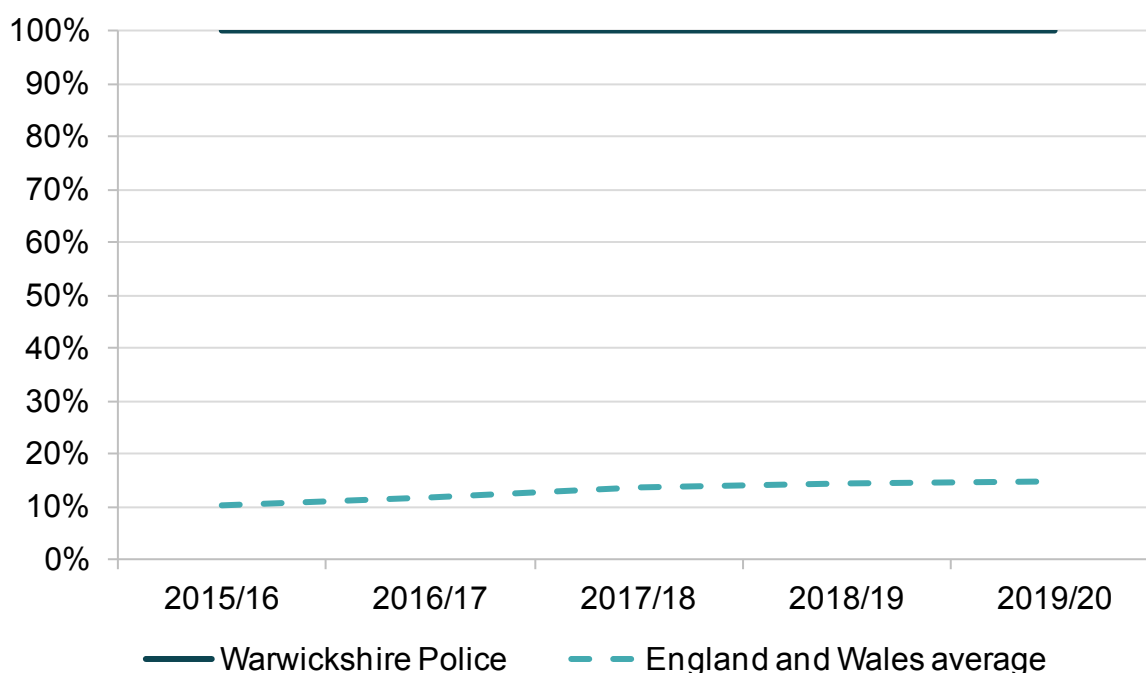
Source: HMIC Efficiency data collection
Note: some forces could not provide data for all years. These forces have been excluded from the England and Wales average in those years only. For further information about the data in figure 5, please see annex A

Warwickshire Police has forecast that it will spend £93.8m in 2016/17 on collaboration with other police forces, specifically West Mercia Police. This is 99.9 percent of its net revenue expenditure (NRE). The England and Wales average for percentage of NRE on collaboration with other police forces is 11.9 percent, but this average does not include Warwickshire Police and West Mercia Police, as they are outliers.

For 2019/20, the force has forecast that it will spend £92.6m (99.9 percent of NRE) on collaboration with other police forces. The England and Wales average for percentage of NRE on collaboration with other police forces during this period is 14.8 percent; this average does not include Warwickshire Police and West Mercia Police, as they are outliers.

HMIC recognises that the chief constable and deputy chief constable roles are separate for each force and specific expenditure on these roles is not identified separately from the figures on collaboration. However, this is a very small percentage of overall net revenue expenditure.

Figure 6: Projected percentage of NRE (net revenue expenditure) in Warwickshire Police, compared with England and Wales, on collaboration with non-police organisations in the 12 months to 31 March 2016 to the 12 months to 31 March 2020
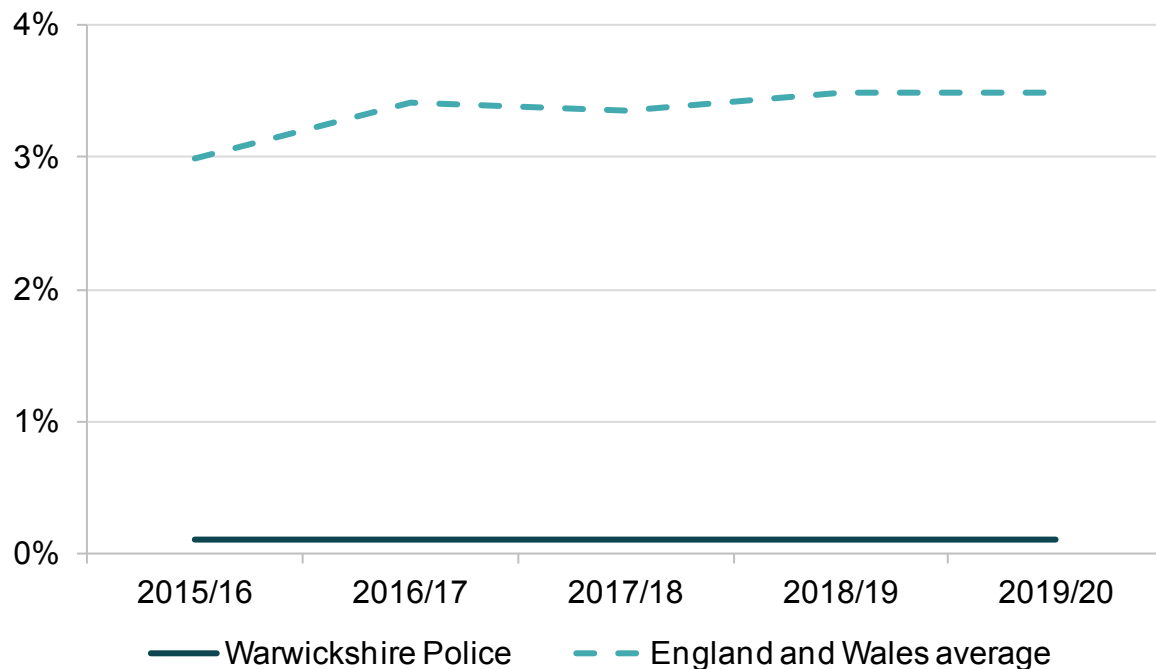
Source: HMIC Efficiency data collection
Note: some forces could not provide data for all years. These forces have been excluded from the England and Wales average in those years only. For further information about the data in figure 6, please see annex A

Warwickshire Police has forecast that it will spend £0.1m in 2016/17 on collaboration with non-police organisations. This is 0.1 percent of its net revenue expenditure (NRE), which is lower than the England and Wales average of 3.4 percent. For 2019/20, the force has forecast that it will spend £0.1m (0.1 percent of NRE) on collaboration with non-police organisations. This is lower than the England and Wales average of 3.5 percent.

How well does the force understand how any changes made to improve efficiency have affected its ability to manage demand?

As resources reduce and demands on police services become ever more complex, it is increasingly important that forces understand fully the benefits that are realised from any investment and the impact of any new ways of working. This understanding enables them to learn from what works and to take swift action to mitigate any negative results.

Warwickshire Police has a well-established change programme that uses a dashboard to monitor progress of projects and track benefits realised from investment; this is clearly linked to the force's financial plan. The force is able to assess quickly the impact of changes made across different areas of the organisation. A substantial change hub of over 50 staff develops and tests changes, including ICT interdependencies in the development of new control rooms.

The force understands the consequences of change on its service provision; it appointed an external programme director to develop and review the change programme. The force is seeking to appoint external partners who are experts in transformational change to provide independent advice, challenge and support.

Summary of findings

Good

The force is good at using its resources to manage current demand. It has changed how it provides resources to 999 and 101 calls and the investigation of crime by making assessments based on the needs of victims. This has produced advantages in ensuring that the service provided is in line with individual need and that the overall capacity of the force to manage demand can keep pace with anticipated increases in demand for its services.

The force has a clear vision of the level and quality of service it provides; this is evident in the new investigative model. Evaluations of the model have shown that it is providing a better service to victims at the same time as ensuring that workloads are manageable.

The people strategy outlines how the force will establish and maintain a workforce with the right blend of skills and experience to support Vision 2020. Governance of the people strategy is provided through the monthly workforce management group. The force has recently completed a comprehensive skills assessment which forms the baseline to develop the workforce requirements of Vision 2020.

The unique status of the alliance has formed a solid base to ensure that policing services are equipped to deal with increasing demand and budgetary constraints. Building on this success, the force is also collaborating with other public sector services in the Place Partnership Limited. This is designed to increase the joint occupation of premises and sharing of services with other organisations in the interests of efficiency.

The force has a well-established change programme and tracks project benefits linked to the force's financial plan. It can swiftly assess the impact of changes made across different areas of the organisation through a well-resourced change hub. The force plans to appoint an external commercial partner to support change over the coming years.

How well is the force planning for demand in the future?

HMIC examined how well forces are using their understanding of current and future demand on their services to develop more efficient ways of operating that balance ambition, realism, innovation and risk. Our assessment examined the extent to which Warwickshire Police's plans are credible and achievable while at the same time are creative and ambitious. This included how far it is aiming to improve efficiency through its workforce plans, collaboration plans, financial plans, ICT plans and approaches to risk.

How well does the force identify and prioritise areas to invest in for the future?

It is important that forces have good plans in place which take account of future demands for their services as well as the likely future funding available to them. They need to invest wisely for the future in order to ensure that they have the right capabilities to meet future demand. HMIC examined the force's financial plans and workforce plans to assess how far it is set to meet future changes in demand and local priorities. We looked in particular at how well Warwickshire Police has considered its future ICT capabilities as well as any wider changes to the communities it serves.

Matching resources to demand, organisational priorities and financial requirements

The force's projected workforce model for Vision 2020 corresponds well with its demand, organisational priorities and financial requirements. Extensive demand analysis has informed recent changes in the composition of the workforce, which includes an increase in investigative capability. It has also been used to support the development of the policing model for 2020, taking account of a range of factors, including growth in neighbouring urban areas such as Coventry. There is a clear link between the strategy to establish the future workforce and the training curriculum.

HMIC found the force uses innovative recruitment techniques in line with good practice in the commercial sector. The force has appointed a recruitment manager with extensive experience of specialist recruitment in the private sector. He has worked closely with universities, further education establishments and places of worship to increase the diversity of the workforce. This means that nearly half of all recruits joining the service will be women and a significant proportion will be from black, Asian and minority ethnic communities. He has also developed a database of talented individuals who have expressed an interest in applying for specialist posts within the force. The force is therefore able to contact these individuals should positions subsequently become available. His department has also significantly

reduced the time spent on pre-employment checks in line with benchmarked best practice. Other improvements include the development of flexible contracts for ICT experts and change managers to support Vision 2020.

Investing in ICT

The force's plans take account of digitisation to improve the efficiency of its service provision. The ICT modernisation strategy sets out potential benefits to the public, the organisation and the workforce from advances in technology. This is based on the force's future plans to change its mainstream systems for crime management, custody centres, intelligence, case file preparation and call handling. This will revolutionise the force's use of information and provide a single point of access to all databases in the workplace. It will also remove the inefficiencies brought about by double keying, improve decision-making by virtue of intelligence and historical information being instantly available and automate the allocation of resources to areas of demand.

All of these improvements will be significant contributors to Vision 2020, and improvements that can be made in the short term are also included in the strategy. A good example is a technological solution to assist investigators who need access to digital information stored in smartphones, tablets and other devices.

Many investigations are becoming increasingly reliant on securing digital evidence. Historically, forensic examination of these items has been time consuming and led to investigations being unnecessarily protracted. The force has invested in new software which allows investigators to download digital evidence. This has reduced delays in investigations and provides a better service to victims.

How well does the force plan its investments?

A force's plans for investment and savings need to be credible, realistic and informed by a full understanding of the future challenges (both financial and operational) that it is likely to face. HMIC assessed the extent to which Warwickshire Police's future plans are prudent, robust and based on sound assumptions about future demands and costs, while at the same time being ambitious enough to meet public expectations, including identifying new ways of working and providing services in the future.

Figure 7: Estimated percentage of gross revenue expenditure allocated across different policing functions in Warwickshire Police compared with England and Wales in the 12 months to 31 March 2016
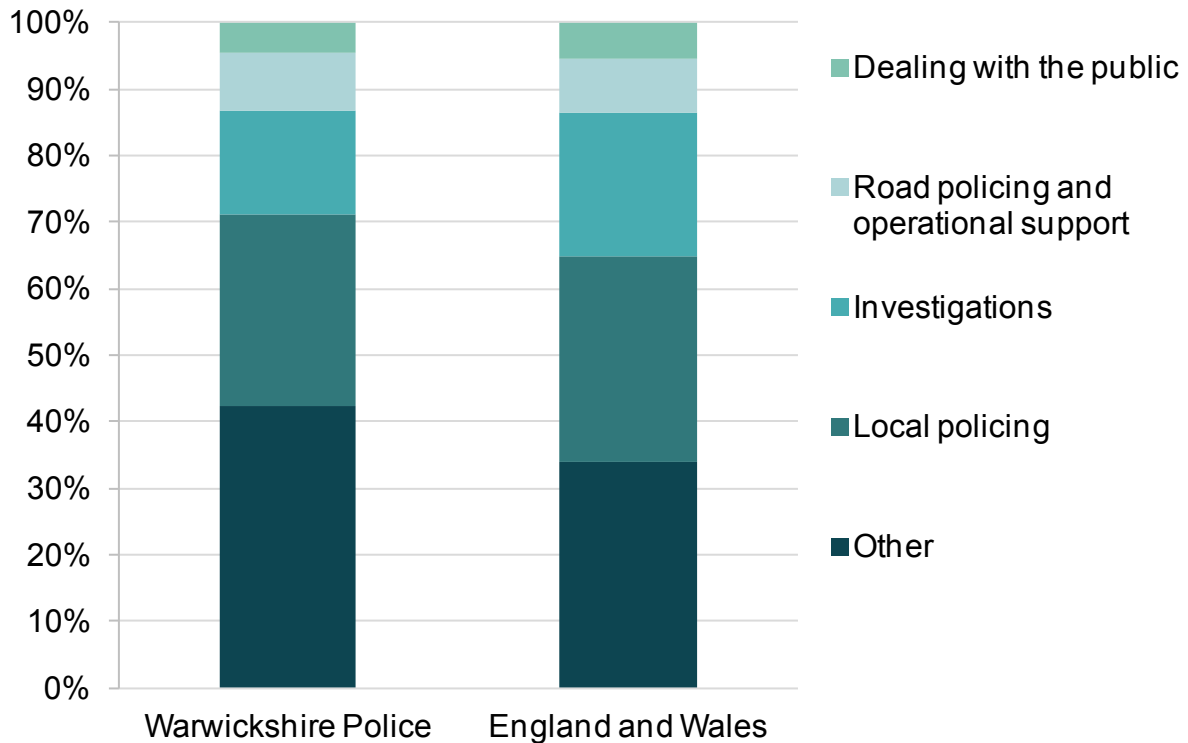
Source: HMIC Efficiency data collection
For further information about the data in figure 7, please see annex A

The force demonstrates it can develop credible plans for the future built on sound planning assumptions; these include Vision 2020 which takes account of changes that will be made in local authority jurisdictions.

Vision 2020, in common with previous change programmes, has been based on extensive demand analysis and changes that are likely to be made by principal partner organisations. The force also seeks expert challenge of its plans both internally and externally. The alliance's joint audit committee has completed an independent review of the change programme, and the force commissioned a commercial organisation to advise on its ICT capability, the results of which have been a key feature of the ICT modernisation strategy.

Planning for the future

The force's financial and organisational plans are practical and credible. The director of finance produces a comprehensive monthly report Money Matters, which includes updates on the medium-term financial plan (MTFP) and saving targets. Money Matters is considered at all strategic governance forums. The MTFP is prudent and considers a reduced budget settlement, together with a range of other factors that could widen the gap between income and expenditure. The force has a savings plan to address this potential shortfall, but some of these projected savings, for instance

those ascribed to the introduction of the new ICT operating platform, cannot yet be entered in the MTFP. To date the force has not widely used value-for-money profiles and benchmarking to inform its financial plans; it now intends to make use of the Chartered Institute of Public Finance and Accountancy's benchmarking programme.

The force's plans will change how it will operate and provide services. The vision of the policing model for 2020 is ambitious, with a specific focus on how developments in technology will enable it to provide services more efficiently. The force is also pursuing more progressive innovations which may be of benefit to the force. A senior officer has specific responsibility to co-ordinate activity to identify and promulgate new ways of working.

To what extent does the force fund its investments sustainably?

Police forces have made significant financial savings over recent years which has enabled them to reduce their costs and protect frontline policing. They continue to face financial challenges and it is vital to their ability to sustain effective policing that they continue to seek improved efficiencies and drive down costs so that they can not only balance their budgets but also invest in improving their capability in the future. Forces need to consider different ways of transforming the way they work in order to secure effective policing in the longer term. This may include plans to establish different joint working arrangements with other organisations or investing in ICT to improve operational efficiency.

Saving to invest for the future

The force is seeking to improve efficiency and cut costs to enable it to balance its budget and make future investments. The force achieved its £6m savings target for its 2015/16 budget early, largely due to the harmonisation of criminal justice system processes with West Mercia Police. The force has plans to invest in capital projects, such as the redesign of control rooms, in order to make further savings over the spending review period. The force recognises that any such plans have an element of risk that the desired savings may not be realised; it has mitigated this risk by making financial reserves available.

Working together to improve future efficiency

The force is considering different workforce structures and lines of accountability within joint working arrangements. These include the Place Partnership Limited and the proposals for a shared control room with the fire and rescue service. The force already has an established track record of sharing facilities and services with other organisations. Examples include joint teams which have co-located to manage the most prolific offenders and provide support to vulnerable victims.

The force ICT modernisation strategy has been developed to support national requirements and guidance, such as the Public Service Network Code of Interconnection.[5] The ICT manager attends regional and national forums to ensure the force is well placed to take advantage of collaborative opportunities and other developments.

Summary of findings

● ● ● ○   **Good**

The force is good at planning for demand in the future. It has used extensive demand analysis to inform its future workforce model and the workforce management group is steadily developing a workforce to support it. The plan for the Vision 2020 operating model in the alliance is credible and built on sound planning assumptions, and the change programme which is in place to achieve the vision is subject to firm governance and independent scrutiny arrangements. The force is to appoint an external commercial partner to lead the change programme and has commissioned specialist commercial advice on the required ICT architecture.

The medium-term financial plan is prudent and includes a number of measures to balance the budget, including the use of some reserves. The force is investing in capital projects such as the redesign of control rooms to make savings; the anticipated amount of these savings has yet to be calculated. The force benefits from joint-working arrangements, such as the innovative Place Partnership Limited. It also has plans to share more facilities and develop closer joint operational working with the fire and rescue service.

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[5] *Public Sector Network Code of Interconnection (ColCo)*, Cabinet Office, London, March 2015. Available from www.gov.uk/government/publications/psn-code-of-interconnection-coico

Next steps

HMIC will assess progress on any recommendations and areas for improvement identified within its reports in a number of ways. We may re-visit those forces where we have identified a serious cause of concern, go back to assess as part of our annual PEEL inspection programme or receive updates through regular conversations with forces.

HMIC highlights recurring themes emerging from our PEEL inspections of police forces within our national reports on police effectiveness, efficiency, legitimacy, and also leadership. These reports identify those issues that are reflected across the country and may contain additional recommendations directed at national policing organisations, including the Home Office, where we believe improvements need to be made at a national level.

Annex A – About the data

The source of the data is presented with each figure in the report, and is set out in more detail in this annex. The source of Force in numbers data is also set out below.

Methodology

Please note the following for the methodology applied to the data.

Comparisons with England and Wales average figures

For some data sets, the report states whether the force's value is 'lower' than, 'higher' than or 'broadly in line with' the England and Wales average. This is calculated by using the difference from the mean average, as a proportion, for all forces. After standardising this distribution, forces that are more than 0.675 standard deviations from the mean average are determined to be above or below the average, with all other forces being broadly in line.

In practice this means that approximately a quarter of forces are lower, a quarter are higher, and the remaining half are in line with the England and Wales average for each measure. For this reason, the distance from the average required to make a force's value above or below the average is different for each measure so may not appear to be consistent.

Statistical significance

When commenting on statistical differences, a significance level of 5 percent is used.

For some forces, numbers described in the text may be identical to the England and Wales average due to decimal place rounding, but the bars in the chart will appear different as they use the full unrounded value.

Population

For all uses of population as a denominator, unless otherwise noted, we use the Office for National Statistics (ONS) mid-2015 population estimates.

Force in numbers

Forecast change in expenditure

These data show estimated gross revenue expenditure (GRE) for the force in 2016/17 and 2019/20, calculated using total GRE pay and total GRE non-pay budgets provided to HMIC by individual forces at the time of data collection (April 2016), excluding expenditure on the office of police and crime commissioner.

Forecast savings

These data show planned savings (including use of reserves to bridge an in-year funding gap) in future years, calculated using the planned savings for pay and non-pay budgets provided to HMIC at the time of the data collection (April 2016). Some forces only provided figures for savings that they had formally signed off at that point, while others provided estimates for the whole period. Therefore a force with only a small savings requirement is not necessarily faced with only a small savings challenge for the future.

Workforce figures (based on full-time equivalents) for 31 March 2016 and 31 March 2020

These data are obtained from the Home Office annual data return 502. The data are available from the Home Office's published Police workforce England and Wales statistics (available from www.gov.uk/government/collections/police-workforce-england-and-wales), or the Home Office police workforce open data tables (available from www.gov.uk/government/statistics/police-workforce-open-data-tables). Figures may have been updated since the publication. Workforce includes section 38 designated officers (investigation, detention and escort), but does not include section 39 staff.

Projections for March 2020 are budget-based projections and therefore are likely to take into account a vacancy rate depending on a force's planning strategy. In some instances therefore an increase in budgeted posts may not actually indicate the force is planning to increase its workforce. In other cases, forces may be planning to reduce their workforce but have a current high vacancy rate which masks this change.

Workforce costs per head of population are obtained from calculations in HMIC Value for Money Profiles 2015, which use the ONS mid-2014 population estimates. The England and Wales averages will differ slightly from the Value for Money Profiles because we have included City of London Police and the Metropolitan Police Service.

Figures throughout the report

Figure 1: Volume of 999 calls from the 12 months to 31 March 2012 to 12 months to 31 March 2016

These data are obtained from the Home Office annual data return 441.

Figure 2: Police recorded crime in 12 months to 31 March 2015 to 12 months to 31 March 2016

These data are obtained from Home Office Police recorded crime and outcomes data tables (available from www.gov.uk/government/statistics/police-recorded-crime-open-data-tables). Total police recorded crime includes all crime (excluding fraud

offences) recorded by police forces in England and Wales. Home Office publications on the overall volumes and rates of recorded crime include British Transport Police, which is outside the scope of this HMIC inspection. Therefore England and Wales averages in this report will differ slightly from those published by the Home Office.

Figure 3: Percentage of officers, staff and PCSOs in force workforce on 31 March 2016 compared to England and Wales

Data as at 31 March 2016 are obtained from the Home Office annual data return (as set out in the Force in numbers section) which is an 'actual' full-time equivalents (FTE). The percentages used in figure 3 are derived from the total FTEs within forces, and therefore may differ slightly from the exact figures quoted within the report.

Figure 4: Planned changes in workforce FTE from 31 March 2010 to 31 March 2020 for the force compared to England and Wales

The figures in figure 4 are rounded to the nearest whole person, full-time equivalents (FTEs), and therefore may differ slightly from the exact figures quoted within the report. Police staff includes section 38 designated officers (investigation, detention and escort).

Data as at 31 March 2010 and 31 March 2016 are obtained from Home Office annual data return (as set out in the Force in numbers section) which is an 'actual' FTE. These data include officers on career breaks and other types of long-term absence, and those seconded to forces. Projections for March 2020 are budget-based projections and therefore are likely to take into account a vacancy rate depending on a force's planning strategy, but may not include a projection for absences. In some instances therefore an increase in budgeted posts may not actually indicate the force is planning to increase its workforce. In other cases, forces may be planning to reduce their workforce but have a current high vacancy rate which masks this change.

Due to the complex and continually evolving picture of workforce collaboration between neighbouring forces, not all changes in workforce figures reflect the workforce that is available to forces. Involvement in strategic alliances and/or regional organised crime units would be an example of where changes over time are likely to be skewed. Therefore sharp increases or decreases over time need to be considered with caution as they may simply represent accounting changes related to how staff are allocated to forces, not real changes in staffing levels.

At the time of the inspection, the future financial climate was uncertain. Several forces did not have confirmed plans for workforce projections. It is important to note that figures provided are in many instances unconfirmed estimates provided to assist HMIC in our inspection programme and should not be seen as a concrete plan for the future workforce landscape of policing.

Figure 5: Projected net revenue expenditure on collaboration with other police forces for the 12 months to 31 March 2016 to the 12 months to 31 March 2020

These data were provided to HMIC by individual forces at the time of data collection (April 2016), prior to inspection.

These data cover the level of expenditure by forces on collaboration-related activity. Collaboration can include a variety of different types of activity, some of which may not incur specific expenditure, but may still generate benefits such as savings or improved services the public. Therefore these data should be seen as only one aspect of potential collaboration activity.

West Mercia Police and Warwickshire Police have a highly-developed integrated relationship and have stated that all of their net revenue expenditure is through collaboration. To avoid distorting the distribution of forces around the average, West Mercia Police and Warwickshire Police have been removed from the England and Wales average for this figure.

Figure 6: Projected net revenue expenditure on collaboration with non-police organisations for the 12 months to 31 March 2016 to the 12 months to 31 March 2020

These data were provided to HMIC by individual forces at the time of data collection (April 2016), prior to inspection. As suggested above, these data should be seen as only one aspect of potential collaboration activity.

Figure 7: The percentage of gross revenue expenditure allocated to different policing functions in the 12 months to March 2016

These data were provided to HMIC by individual forces at the time of data collection (April 2016), prior to inspection. These data define policing functions using the Policing Objective Analysis categories which we have grouped. The grouping is illustrated in the table below.

Figure 7 policing functions	POA categories
Local policing	Local policing
Investigations	Specialist Investigations
	Investigative Support
	Public Protection
Road policing and operational support	Roads Policing
	Operations Support
Dealing with the public	Dealing with the Public
Other	Intelligence
	Criminal Justice Arrangements
	Support Functions
	National policing
	Office of PCC
	Central Costs

Police and Crime Commissioner Warwickshire

14th November 2016

Warwickshire Office of the PCC
3 Northgate Street
Warwick
Warwickshire CV34 4SP

The Rt Hon Amber Rudd, MP
Home Secretary
Home Office
2 Marsham Street
LONDON
SW1P 4DF

Philip Seccombe, TD
Police and Crime Commissioner

Tel: 01926 412322
E-mail: opcc@warwickshire.gov.uk

Dear Home Secretary,

RE: HMIC PEEL INSPECTION: Police Efficiency 2016

I welcome the recent HMIC PEEL Police Efficiency report.

Overall, Warwickshire Police was judged to be good at keeping people safe and reducing crime. I found the HMIC's assessment reassuring as it was very much in line with my view on where the force is.

The inspectors found that Warwickshire Police has a comprehensive understanding of its current and likely future demands. As a consequence, the report identified no causes of concern and made no specific recommendations. The overall summary in the report references our successful Alliance with West Mercia, the extensive work that the force has conducted to understand current and future demands and the force's forward looking strategic assessment and control strategy which matches resources to threat and risk.

The forces people strategy was highlighted, as was the unique Place Partnership Limited initiative. Central to our planning for the future is the force's Vision 2020 and a tremendous amount of work is taking place to match the policing model to threat, risk and harm, supported by ICT development and a strategy to ensure Warwickshire Police has the right mix of skills, experience and talent to meet the future challenges.

The inspection asked three main questions, each of which I will briefly outline below:

How well does the force understand its current and likely future demand?
Grade: Good

HMIC found that the force is good at understanding its current and likely future demands. The report outlined how the force was using statistical trend analysis and predictive analytics to understand demand. Of note was the effort that had been made to understand the level of hidden demand which places additional burdens on the force. On a daily basis, processes are in place to prioritise resources to demand based upon threat and risk rather than crime type.

The report acknowledged the clear governance that exists to manage demand and recognised the significant investment which is being made in the ICT operating platform which will equip the force to manage future demands. Reference to the 2020 Vision and the creation of an operating model to meet demand now and in the future, was also commented upon favourably.

How well does the force us its resources to manage current demands?
Grade: Good

Using the THRIVE resource allocation model, the force now manages 999 and 101 call demand by assessing each call and the subsequent Police investigation based upon the needs of the victims. The recently implemented pathfinder investigative model has been independently evaluated and is judged to be providing a better service to victims whilst at the same time ensuring that workloads are manageable. In addition, more investigations are now being completed within 30 days with increased levels of satisfaction being reported amongst victims. It was recognised that the forces people strategy and the monthly Workforce Management Group will establish and maintain a workforce with the right blend of skills and experience to support the forces Vision for 2020.

Reassuringly, having recognised gaps in provision relating to Cyber Crime and Modern Slavery the force took action to address these by creating problem profiles to gain a better understanding of these threats and then issued operational guidance for staff on how to respond to reports of these emerging threats should they be reported. In addition, plans are now in place to draw in resources to detect, interrupt and prevent such crimes.

Planned ICT investments such as SAAB safe, Athena and the Work-space Modernisation Programme, are a significant investment that I have approved, and they will improve the service which Warwickshire Police provides to the public.

How well is the force planning for demand in the future?
Grade: Good

Extensive demand analysis has informed the current and future workforce models. Led by the Workforce Management Group as mentioned earlier, the workforce is steadily being developed to support both models. The Vision 2020 operating model is judged to be credible and built on sound planning assumptions. To underpin this, the report highlights the innovative recruitment techniques that are now being applied to ensure that Warwickshire Police attracts people with the right skills and experience whilst also ensuring that the diversity of the workforce increases.

The forces investment in key ICT products will radically change and improve the service delivered to the public and remove many inefficiencies in existing working practices. The medium term financial plan was found to be prudent and included a number of measures to balance the budget, including the use of some reserves. The planned capital projects are expected to make savings and I will be monitoring this particular aspect very closely.

Overall, I am pleased with the report but I am in no way complacent, there is still much to do to improve the service being delivered. I will continue to hold the Chief Constable to account to raise the level of force performance and improve the service provided to the public of Warwickshire.

Yours sincerely

Philip Seccombe TD
Police and Crime Commissioner

Management and Deployment of Special Constables in Warwickshire

Governance

In Warwickshire there is a Special Constable rank structure in place, with one Special Chief Inspector responsible for North Warwickshire, and one responsible for South Warwickshire.

The Warwickshire Command Team hold a regular Specials Management meeting, which is attended by the Specials Chief Inspectors, Safer Neighbourhood Management Team, and Patrol Chief Inspectors. This is chaired by the Superintendent for Patrol and Neighbouhoods. This meeting seeks to ensure that across Warwickshire we are making the most of the Special Constabulory, both in terms of recruitment, training, deployment, and providing the levels of support required.

Recruitment

Warwickshire currently recieve approximately 100 expressions of interest to become a Special Constable per month, from individuals with a wide range of backgrounds. Assessment centres take place at Leek Wootton, with training course dates planned well into 2017. The November assessment centre is expected to run with approximately 30 candidates.

Establishment and deployment

Warwickshire currently has approximately 200 Special Constables. New recruits are normally asked where they would like to be posted, and wherever possible this is facilitated in consultation with the local Inspectors.

Recently, Specials have been supporting our Policing model by forming a Special Contables Prioirty Team. There is a north and south team who focus on targeting specific crime patterns and trends.

By way of example, the Southern Specials Priority team focused on a number of specific priorities in October, with 14 hours of dedicated activity on an operation in Stratford, 78 hours focusing on Drugs and ASB in Leamington, 23 hours supporting activity around Hate Crime awareness week, 52 hours of activity on Safer Roads initiatives and 15 hours focusing on a specifc Burglary trend in Kenilworth.

When new Special Constables are in their initial training they are allocated to a Patrol team where they get to be involved in the full range of policing activities. Once out of training they will still work with Patrol Teams, but more often work with local SNT teams targeting local community problems.

November 2016
David Gardner
Superintendent – Patrol and Neighbourhoods

Stop and Search

Warwickshire Police
PCC report

Author:	DCI 3605 Sharron Cannings
Date:	16th November 2016
Version:	2
GPMS marking:	Not protectively marked

Contents of report:

1. Warwickshire reinstatement to the Best use of Stop and Search Scheme (BUSSS)

2. Overview of stop and search performance data (including number of stop and search/ outcome data /overall performance/ disproportionality : Appendix A)

3. Disproportionality overview

4.Work being undertaken to understand and address the issue

5. Use of stop and search power to counter violent crime

Appendices:

Appendix A : performance data

1. Reinstatement onto Best Use of Stop and Search Scheme (BUSSS)

In February 2016 following the PEEL Inspection Warwickshire Police were suspended from the Best Use of Stop and search Scheme by the Home Secretary. During the inspection the force were found to be non compliant with 3 elements of the voluntary scheme.

On 1st March 2016 a stop and search project team was set up to address the non compliance issues and work towards making the required improvements.

In July 2016 the HMIC re inspected Warwickshire Police and found us to be fully complaint with all elements of the scheme highlighting 3 elements of best practise and we were reinstated back onto the scheme by the Home Secretary. The elements highlighted as best practise were in relation to:

- Community complaints trigger
- Ride along scheme
- Sec 60 'no suspicion searches' contingency and policy.

2. Overview of stop and search performance data

(Appendix A shows performance data October 2015 to September 2016)

Number of records comparison:
Over the last 12 months the number of stop and search has decreased from the same time period in the previous year by 2%.

Date period	Number of stop and search conducted :
Oct 14 to Sept 15	2851
Oct 15 to Sept 16	2795

As a result of the forces suspension from the Best Use of Stop and Search Scheme in February 2016,a Stop and Search project team was formed on 1st March 2016 and commenced working towards making the required improvements. Since this work commenced the number of stop and search conducted has decreased by 25% on the same period last year.

Date period	Number of stop and search conducted :
March 15 to Sept 15	1768
March 16 to Sept 16	1326

The reason for this reduction during this period is that the project team have undertaken a significant amount of work on making improvemnts in the recording of reasonable grounds through education and robust management of stop and search records. This has resulted in a better understanding by officers of what constitutes 'good 'reasonable grounds to conduct a stop and search which has led to better quality recording and a more 'intelligence led' targeted approach and consequently fairer and more effective use of stop and search powers by officers. This is evident in the increases in our outcome rate (where police action is taken as a result of a stop and search) which has increased on the same period last year .

Positive outcome/police action taken comparison

Date period	Positive outcome
March 15 to Sept 15	17.5%
March 16 to Sept 16	28.7%

This decrease in number of stop and search and increase in positive outcome is in line with the national trend and the requirement made to forces by the Home Secretary in 2014 to reduce the number of stop and search and increase the positive outcome rate.

As part of the work the project team have redesigned the stop and search database to expand the collection of a wider range of outcomes to enable us to better understand our stop and search landscape and become more transparent.

3. Disproportionality overview
Disproportionlaity data overview
(Appendix A shows disproportionality ratios in detail)

Disproportionality is a complex issue to understand and the raw data should be reviewed with local context. Disproportionality affects and impacts on our communities confidence and it is important to have a deeper understanding of what lies behind the data and to satisfy ourselves that the stop and search powers are being used fairly and effectively. Key to this is that we are transparent and held to account by explaining and addressing any disproportionality issues with our communities.

A number of community engagement forums have been progressed recently and work undertaken to review stop and search records where BME ethnicity is recorded, however there is still a significant amount of work required to fully understand the issue.

Census 2011

The most recent disproportionality figures are calculated using data from the 2011 census. Since 2011 the demographic of our communities has changed with economic migration and the migrant crisis. This issue has been raised with the Home office and will be reviewed as part of their ongoing stop and search work.

The raw disproportionality data for Warwickshire Police show the force as 'outlying' in terms of BME stop and search, particularly in relation to the black community. In addition to the attached data at Appendix A ,the below shows this broken down further into % demographic and % stop and search by each ethnic group to try and understand the ratios. The below graph shows that (using the census data), the majority of the Warwickshire population are from white ethnic background and the majority of stop and search are carried out with people from white backgrounds. One of the smallest ethnic groups within Warwickshire are from black ethnic background and although a small number of searches are carried out, the % and ratio is still disproportionate to the census population.

Oct 15 to Sep 16				
Ethnicity	*Population*	*% of total population*	*No. S&S conducted per ethnicity*	*% No.of S&S conducted per ethnicity*
White	505,688	93%	2321	84%
Black	4443	0.8%	147	5.3%

Asian	25,096	4.6%	165	6%
Mixed	7949	1.5%	93	3.3%
Other ethnicity (unclassified)	2298	0.4%	25 (44)	0.9%
Total BME	39,786	7.3%	430	15%
Total	**545,474**	**100%**	**2795**	**100%**

Post code data

Disproportionality ratio data only takes into account resident population within Warwickshire whereas stop and search recording captures data relating to those travelling into Warwickshire Policing area who are non resident and do not form part of the demographic census data. Warwickshire Police borders a number of other Forces including West Midlands Police and has a number of significant motorway networks linking us to the rest of the country and numerous 'tourist attractions' encouraging people of all ethnicities to travel into the area.Cross border criminality is an issue for Warwickshire. There are also significant events i.e. Bull Dog Bash, Global gathering that again lead to increase in populations for short periods of time.

As the census data does not take into account those stop searches being conducted with people travelling into our Force area, a review of postcode data has been conducted to establish the % number of those providing addresses outside Warwickshire. A significant percentage,39% of those stopped and searched from BME background do not live or form part of the Warwickshire demographic.

Date period	Total Number BME records	% BME Stop and search providing addresses outside Warwickshire area
Oct 15 to Sept 16	**430**	**39%** (169 records)
Black	147	37% (55 records)
Asian	165	40% (67 records)
Mixed	93	32% (30 records)
Other ethnicity	25	56% (14 records)

The majority of those providing addresses outside Warwickshire were from the West Midlands area, other areas included London, Reading,Buckinghampshire,Leicestershire,Staffordshire and Wales.

Intelligence led operations/crime hot spots:

Intelligence focused operational activity linked to crime hot spots and specific intelligence led operations in response to the most significant regional /local threat, risk and harm leads to targeting of certain members of the community and invariably the targeting of specific individuals from BME communities on occasion which in turn contributes to disproportionality. Both force and Local briefing systems managed through our live systems focuses staff on hot spot locations / specific nominals linked to crime series /IOM's/high risk prison recalls/wanted on warrant/ extradition. This intelligence led approach has correlation with stop and search data and invariably some of these intelligence led activities will target specific ethnicities.

In the last 12 months within Warwickshire there have been a number of intelligence led operations both locally and linked to cross border crime and organised crime groups from the Birmingham area. Intelligence led activity through briefing and tasking to disrupt county lines drug activity and associated violence has specifically targeted individuals from BME background

who are identified through intelligence and are members or have links to organised crime groups.

These operations have led to an increase in stop and search activity, further intelligence and arrests and consequently contribute to some of the increases in our disproportionality statistics which are significantly affected when we have such small numbers of BME populations living on our Local policing areas.

Consideration should also be given to those 'intelliegence led' calls from the public where it is possible that the public's unconscious or conscious bias is contributing to the level of stop and search involving people from BME backgronds. This is a hypothesis that would need some academic research to understand what ,if any impact such intelligence led activity has on potential bias towards members of the BME community.

Within West Midlands Police, the West Midlands Police and Crime Commissioner has recently commissioned a piece of work with Warwick University around disproportionality and this theory will form part of the working hypotheses. The learning will be shared nationally from this work when complete. Similar academic research may be a future consideration for Warwickshire Police to fully understand our position in relation to disproportionality.

Multiple searches
On a quarterly basis we review data relating to those persons who have been stopped on multiple occasions. Each LPA stop and search SPOC is provided with this information to review against individual officer records.

Some work was conducted by the project team in September around multiple searches and the results were as follows:

Between Sept 15 and Aug 16 : 32 people were searched more than once
(Ethnicity breakdown: 27 white, 3 Black , 2 Asian)

Of the 5 BME people who were stopped and searched more than once a total of 18 stop and search were conducted over the 12 month period. These searches were for a variety of reasons:

5 specific current intelligence re supply of Class A drugs (1 warning marker for possession of firearm)
2 specific current intelligence re stolen property
1 specific intelligence re being in possession of offensive weapon
1 admitted to being in possession of cannabis
7 smell of cannabis (2 after moving traffic offence)
 2 acting suspiciously/evasive behaviour

 Availability theory:
 One theory is centred around the predilection of some demography to be more frequently out in public spaces (often referred to as 'street availability' theory).This theory looks at cultural norms and age ranges. I.e. Are young people or particular groups in society likely to be out in public spaces and more available to be stopped and searched than others. This is a complex area and a number of research papers have been written and this would need intensive resource or academic research to explore this theory on behalf of Warwickshire Police.

4. Work undertaken to address disproportionality
The below provides detail in relation to the work being undertaken to understand and address this issue with our staff and communities.

Training and briefings

Since April 2016 all patrol officers, OPU and special constables have received stop and search briefings delivered by the project team. The briefing has included procedural justice, unconscious bias discussion around the impact of stop and search and disproportionality issues. The focus has been on officers understanding of what 'good 'reasonable grounds look like ,which should be intelligence led ,legal, proportionate and justified. The College of Policing new national curriculum focuses on procedural justice, unconscious bias and impact of stop and search. Our Learning and development team are currently working with the stop and search team to review and incorporate the new curriculum into our training which will be delivered to all frontline staff in 2017 in line with the HMIC recommendations and to further support officers learning and understanding. It is anticipated that future training will include members of the community, particularly representatives from BME background and young people to share their real experiences of being stopped and searched.

Community groups
LIAG
All our IAG's have stop and search as a standing agenda item and proportionality data forms part of the agenda. Each IAG has representation from a local sergeant or Inspector and any local context re operations /intelligence is provided by the police representative. The LIAG's also act as scrutiny panels and in the last quarter have supported us with reviewing sanitised versions of officers stop and search records and reasonable grounds. Any learning is fed back to individual staff and supervisors and supported by stop and search team coaches within the workplace to support improvements for individual staff.Any recurring identified performance issues are dealt with by local supervisors.
BME IAG
 Stop and search is also an agenda item at the thematic group, quarterly data is provided and discussed. Local policing context is also provided by each of the LPA stop and search SPOC's to explain any disproportionality.
The chair of the BME IAG will attend the next national Police Public Encounters Board to represent the thematic group. Representatives from the LIAG's have also been invited to share their experience of stop and search involvement.
Warwickshire Race and Equalities Partnership
We have been working with WREP to engage young people and BME communities. They have recently been provided with stop and search data and will be conducting scrutiny panels in the next 2 months. Disproportionality will be discussed at these meetings and any feedback /learning acted upon. The groups will also be encouraged to take part in the ride along scheme and support us with any consultation around policy and in developing further community engagement methods.
A representative from the WREP will be attending the next national Police Public Encounters Board in support of this ongoing work.

Young people
Citizens academies/cadet scheme/schools: work is also underway with our citizens academies, cadet schemes and schools to discuss stop and search and gain young peoples perceptions of the use of the power. Schools PCSO's have recently conducted stop and search presentations. Stop and search is also a priority as part of the national and Alliance Children and young persons strategy. Our youth engagement officer is supporting the project team with identifying opportunities for youth engagement and we are working towards a young persons scrutiny panel.

Ride along scheme

In May 2016 the team conducted a media campaign to promote our ride along scheme. Since this time there have been 25 visits conducted by our safer neighbourhood teams and 31 are currently in progress or awaiting a visit.
We have received positive public feedback from those visits conducted and through our IAG's and community groups have encouraged people to take part in the scheme, including young people and those from BME groups.

Police Public encounters Board (PPEB)
The stop and search team have recently attended and presented our improvements at the South PPEB (national stop and search conference). This was attended by the Home office,HMIC ,community members and representatives from groups such as Stopwatch and Open Society foundation where disproportioinality issues were debated as part of the day and experiences of best practise shared.

Individual officer performance
Each month the LPA SPOC's are provided with individual officer performance data for supervisor scrutiny. BME stop and search records are reviewed against this data to ensure reasonable grounds exist.

Published data
We also publish stop and search data (including disproportionality data) onto our external websites and on Police.uk (Home office website). There is also a link from the OPCC website to our force page.

Complaints data
Each month complaints data is provided by our Professional Standards Department specifically relating to stop and search. This data is reviewed and includes ethnicity of the complainant where this is provided. The sanitised complaints data is also provided to our IAG's and added to Warwickshire Police website for the public to review.
The number of complaints we record in relation to stop and search (breach of Code A) is minimal. Since April 2015 to date we have recorded 3 complaints for Warwickshire Police. None of these complaints are connected to ethnicity.

Future Recording
In addition to stop and search ,the Home office require forces to start collecting data in relation to Sec 163 Road Traffic Act , where vehicles are stopped for document checks or road traffic offences. Although these stops do not constitute a stop and search under PACE , the recording requirements will also include recording of ethnicity. This will build a richer picture of police activity and breakdown data into stops of different ethnic groups. It is anticipated that this requirement will be mandated by the Home office early next year and we are currently reviewing how the data will be captured.

Use of technology
The project team have conducted some research with other forces who are using stop and search applications as part of their mobile working strategies. The team are currently working with the new ways of working team to develop a mobile stop and search application to support 'agile working' within the alliance and this will lead to more accurate recording of data and support the Home office data requirements work.
Research conducted with forces using Body Worn Video shows that this also supports improvements in use of stop and search powers by officers and use of this technology is due to be piloted within the alliance in the near future.

5. Stop search and Violent crime:

Stop and search is a police power and not to be regarded as a police tactic. Use of stop and search powers should be intelligence led and only used when appropriate to do so as part of the wider use of officer's police powers. By specifically targeting individuals, groups or crime hotspots through intelligence led policing we are more effective in managing threat and harm to our communities and violent crime is targeted through intelligence. Within Warwickshire officers are tasked through intelligence briefings and through intelligence provided by the community which may be through direct contact with an officer or in response to calls into our control room.

Stop & Search Trends Oct-15-Sep 16

Stop Searches

Force

	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Total
Warwickshire	269	351	344	274	235	261	219	215	166	167	157	137	2795

Policing Area

	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Total
North Warwickshire	79	158	176	132	99	119	99	123	61	93	60	74	1273
South Warwickshire	190	193	168	142	136	142	120	92	105	74	97	63	1522

Police action taken

Force

	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Total
Warwickshire	50	59	72	54	56	51	67	62	52	47	40	45	655

Policing Area

	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Total
North Warwickshire	17	27	35	28	23	23	30	38	21	28	14	28	312
South Warwickshire	33	32	37	26	33	28	37	24	31	19	26	17	343

Nothing found - No further action

Force

	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Total
Warwickshire	219	292	272	220	179	210	152	153	114	113	113	86	2123

Policing Area

	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Total
North Warwickshire	62	131	141	104	76	96	69	85	40	60	44	43	951
South Warwickshire	157	161	131	116	103	114	83	68	74	53	69	43	1172

Other Substantive Arrests

Force

	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Total
Warwickshire	0	0	0	0	0	0	0	0	0	4	2	4	10

Policing Area

	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Total
North Warwickshire	0	0	0	0	0	0	0	0	0	2	1	1	4
South Warwickshire	0	0	0	0	0	0	0	0	0	2	1	3	6

Voluntary Interview

Force

	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Total
Warwickshire	0	0	0	0	0	0	0	0	0	3	1	2	6

Policing Area

	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Total
North Warwickshire	0	0	0	0	0	0	0	0	0	3	1	2	6
South Warwickshire	0	0	0	0	0	0	0	0	0	0	0	0	0

Bail Offence

Force

	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Total
Warwickshire	0	0	0	0	0	0	0	0	0	0	1	0	1

Policing Area

	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Total
North Warwickshire	0	0	0	0	0	0	0	0	0	0	0	0	0
South Warwickshire	0	0	0	0	0	0	0	0	0	0	1	0	1

Outcome Not Collected

Force

	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Total
Warwickshire	0	0	0	0	0	0	0	0	0	0	0	0	0

Policing Area

	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Total
North Warwickshire	0	0	0	0	0	0	0	0	0	0	0	0	0
South Warwickshire	0	0	0	0	0	0	0	0	0	0	0	0	0

Outcomes of Stop and Search YTM Oct-15-Sep 16

Warwickshire

	Oct-15	####	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Total
Arrest (Suspect arrested)	27	33	36	32	26	32	35	43	29	27	25	30	375
Summons/Charge by post (Suspect summonsed to court)	3	0	2	0	2	2	2	3	4	2	1	3	24
Caution /simple or conditional (Offender cautioned)	5	4	12	5	3	2	5	3	2	1	3	0	45
Khat or Cannabis Warning (Offender given drugs possession warning)	11	16	17	14	14	10	19	6	10	12	9	7	145
Penalty notice for disorder (Offender given penalty notice)	2	6	5	3	8	4	5	4	5	4	1	3	50
Nothing found - No further action	219	292	272	220	179	210	152	153	114	113	113	86	2123
Community resolution/Restorative Justice (Local resolution)	2	0	0	0	3	1	1	3	2	1	1	2	16
Other Substantive Arrests	0	0	0	0	0	0	0	0	0	4	2	4	10
Voluntary Interview	0	0	0	0	0	0	0	0	0	3	1	2	6
Bail Offence	0	0	0	0	0	0	0	0	0	0	1	0	1
Outcome Not Collected	0	0	0	0	0	0	0	0	0	0	0	0	0
Police Action Taken	**50**	**59**	**72**	**54**	**56**	**51**	**67**	**62**	**52**	**47**	**40**	**45**	**655**
Nothing found - No further action	**219**	**292**	**272**	**220**	**179**	**210**	**152**	**153**	**114**	**113**	**113**	**86**	**2123**
Other Substantive Arrests	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**4**	**2**	**4**	**10**
Voluntary Interview	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**3**	**1**	**2**	**6**
Bail Offence	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**1**	**0**	**1**
Outcome Not Collected	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Stop & Search	**269**	**351**	**344**	**274**	**235**	**261**	**219**	**215**	**166**	**167**	**157**	**137**	**2795**

North Warwickshire

	Oct-15	####	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Total
Arrest (Suspect arrested)	10	13	16	18	12	14	15	28	12	15	10	20	183
Summons/Charge by post (Suspect summonsed to court)	2	1	0	1	1	0	1	1	2	1	1	2	12
Caution /simple or conditional (Offender cautioned)	2	3	5	2	2	2	3	3	0	0	1	0	23
Khat or Cannabis Warning (Offender given drugs possession warning)	3	7	9	7	3	6	8	3	6	8	2	3	65
Penalty notice for disorder (Offender given penalty notice)	0	4	4	1	3	0	3	1	1	3	0	1	21
Nothing found - No further action	62	131	141	104	76	96	69	85	40	60	44	43	951
Community resolution/Restorative Justice (Local resolution)	0	0	0	0	2	1	0	2	0	1	0	2	8
Other Substantive Arrests	0	0	0	0	0	0	0	0	0	2	1	1	4
Voluntary Interview	0	0	0	0	0	0	0	0	0	3	1	2	6
Bail Offence	0	0	0	0	0	0	0	0	0	0	0	0	0
Outcome Not Collected	0	0	0	0	0	0	0	0	0	0	0	0	0
Police Action Taken	**17**	**27**	**35**	**28**	**23**	**23**	**30**	**38**	**21**	**28**	**14**	**28**	**312**
Nothing found - No further action	**62**	**131**	**141**	**104**	**76**	**96**	**69**	**85**	**40**	**60**	**44**	**43**	**951**
Other Substantive Arrests	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**2**	**1**	**1**	**4**
Voluntary Interview	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**3**	**1**	**2**	**6**
Bail Offence	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Outcome Not Collected	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Stop & Search	**79**	**158**	**176**	**132**	**99**	**119**	**99**	**123**	**61**	**93**	**60**	**74**	**1273**

South Warwickshire

	Oct-15	####	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Total
Arrest (Suspect arrested)	17	20	20	14	14	18	20	15	17	12	15	10	192
Summons/Charge by post (Suspect summonsed to court)	1	0	1	0	1	2	1	2	2	1	0	1	12
Caution /simple or conditional (Offender cautioned)	3	1	7	3	1	0	2	0	2	1	2	0	22
Khat or Cannabis Warning (Offender given drugs possession warning)	8	9	8	7	11	4	11	3	4	4	7	4	80
Penalty notice for disorder (Offender given penalty notice)	2	2	1	2	5	4	2	3	4	1	1	2	29
Nothing found - No further action	157	161	131	116	103	114	83	68	74	53	69	43	1172
Community resolution/Restorative Justice (Local resolution)	2	0	0	0	1	0	1	1	2	0	1	0	8
Other Substantive Arrests	0	0	0	0	0	0	0	0	0	2	1	3	6
Voluntary Interview	0	0	0	0	0	0	0	0	0	0	0	0	0
Bail Offence	0	0	0	0	0	0	0	0	0	0	1	0	1
Outcome Not Collected	0	0	0	0	0	0	0	0	0	0	0	0	0
Police Action Taken	**33**	**32**	**37**	**26**	**33**	**28**	**37**	**24**	**31**	**19**	**26**	**17**	**343**
Nothing found - No further action	**157**	**161**	**131**	**116**	**103**	**114**	**83**	**68**	**74**	**53**	**69**	**43**	**1172**
Other Substantive Arrests	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**2**	**1**	**3**	**6**
Voluntary Interview	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Bail Offence	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**1**	**0**	**1**
Outcome Not Collected	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Stop & Search	**190**	**193**	**168**	**142**	**136**	**142**	**120**	**92**	**105**	**74**	**97**	**63**	**1522**

Disproportionality Oct-15-Sep 16

	WP	North Warks PA	South Warks PA
Stop/Searches of White Persons	2321	1043	1278
Total White population in the Police Force Area	505,688	265,666	240,022
Stop/Searches of White Persons per 1,000 white Population	4.59	3.93	5.32
Stop/Searches of White Persons leading to Police action taken	555	264	291
% PACE Stop/Searches of White Persons Police action taken	23.9%	25.3%	22.8%
Stop/Searches of Black Persons	147	74	73
Total Black population in the Police Force Area	4,443	3,206	1,237
Stop/Searches of Black Persons per 1,000 Black Population	33.09	23.08	59.01
Disproportionality Ratio - Black to White	7.2	5.9	11.1
Stop/Searches of Black Persons leading to Police action taken	31	14	17
% PACE Stop/Searches of Black Persons leading to Police action taken	21.1%	18.9%	23.3%
Stop/Searches of Asian Persons	165	81	84
Total Asian population in the Police Force Area	25,096	13,685	11,411
Stop/Searches of Asian Persons per 1,000 Asian Population	6.57	5.92	7.36
Disproportionality Ratio - Asian to White	1.4	1.5	1.4
Stop/Searches of Asian Persons leading to Police action taken	37	20	17
% PACE Stop/Searches of Asian Persons leading to Police action taken	22.4%	24.7%	20.2%
Stop/Searches of Mixed Persons	93	47	46
Total Mixed population in the Police Force Area	7,949	3,888	4,061
Stop/Searches of Mixed Persons per 1,000 Mixed Population	11.70	12.09	11.33
Disproportionality Ratio - Mixed to White	2.5	3.1	2.1
Stop/Searches of Mixed Persons leading to Police action taken	13	6	7
% PACE Stop/Searches of Mixed Persons leading to Police action taken	14.0%	12.8%	15.2%
Stop/Searches of Other Ethnic Persons	25	7	18
Total Other Ethnic population in the Police Force Area	2,298	896	1,402
Stop/Searches of Other Ethnic Persons per 1,000 Other Ethnic Population	10.88	7.81	12.84
Disproportionality Ratio - Other Ethnic to White	2.4	2.0	2.4
Stop/Searches of Other Ethnic Persons leading to Police action taken	6	2	4
% PACE Stop/Searches of Other Ethnic Persons leading to Police action taken	24.0%	28.6%	22.2%