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**Philip Seccombe, TD**  
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The Rt Hon Amber Rudd, MP  
Home Secretary  
Home Office  
2 Marsham Street  
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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 force's 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 use 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 force's 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 force's 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 force's 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 Secombe TD**  
Police and Crime Commissioner