



9th January 2018

The Rt Hon Amber Rudd MP
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Dear 

PEEL: Police Efficiency (including Leadership) 2017

I welcome the findings of HMICFRS Efficiency inspection which graded Warwickshire Police 'good' in the efficiency with which it keeps people safe and reduces crime. This judgement which is the same as last year, is a testament to the hard work and commitment of the Chief Officer team and the wider force in providing a professional and responsive police service to the public of Warwickshire.

The report contains many positive comments but does also include two areas for improvement which I will refer to later in my response.

The report asks three questions. I will now comment on each in turn.

1) How well does the force understand demand?

It was pleasing to note that the inspection judged that Warwickshire Police had a good understanding of demand for its services. However, the force does need to refine its investigative model to ensure that the transfer of crimes is consistent and that they are allocated to officers with the necessary skills to conduct the investigation. This element of internal demand is being reviewed as part of the work to implement a new policing model during 2018 and academic institutions as listed in the inspection report are assisting the force in developing its understanding of demand, public protective and internal. This should enable the force in the future, to gain a greater understanding of demand in all its guises and implement a new policing model as outlined, with resources matched to meet that demand.

With regards to the refinement of the investigative model, an area of improvement that has been identified during the inspection, members of my team attend and contribute to the Alliance PEEL 2017 Efficiency core group. The group have an action plan to address issues highlighted in the inspection and my team monitor the progress made in addressing them.

Specifically with regards to the area of improvement mentioned above a nominated Superintendent is leading work to review the crime investigation allocation model and policy in the light of comments made in the report and a full update on progress in this regard is expected during February.

The report comment upon demand caused by inefficient call handling processes and in particular, 101 performance and call abandonment rates. My office closely monitors 999 and 101 performance. My Chief Executive meets on a monthly basis with the Alliance lead in this area and scrutinises in detail, performance. In recent times, both myself, my Deputy and the Chief Executive on separate occasions have visited the force Operations and Communication Centre (OCC) to liaise with staff and gain a greater understanding of the challenges and pressures that they face.

To address the performance issues mentioned, additional staff have been deployed into the OCC. This focus has meant that since the inspection, call handling performance and abandonment rates have significantly improved and are now in my opinion at an acceptable level. My office will continue to keep this a critically important area of force performance under review.

I was pleased to read in this section of the report, positive comments about the Alliance change programme, which was described as ambitious and innovative, and the forces use of technology as we plan and prepare to ensure that we can protect people from harm now, and in the future.

2) How well does the force use its resources?

The report recognised the effective work of the Alliance Workforce Management Group in understanding work force demographics and driving improvements in this area. In addition, work undertaken by the group to record the current skills and accreditation levels of officers and members of staff with specialist skills means that they are easily identified and available to the Alliance whenever they are needed.

This data is currently held on a number of databases, but plans to connect the systems as part of the planned ICT changes will improve on this to make the management of workforce skills more automated.

The report recognised that the force has a strong commitment to leadership development and that much work has been done in this area to identify and develop talented individuals. However, as highlighted, until continual professional development (CPD) is introduced across the Alliance, access to development opportunities will be more reliant on the extent to which individuals become aware of them and seek them out, rather than an assessment of need including the extent to which the force and the individual are likely to benefit.

The second area for improvement was that the force should conduct a leadership skills audit to increase its understanding of leadership capacity and capability. This requirement has been captured in the action plan of the core group (as referred to earlier) and to date, action has been taken to cascade details of the Alliance Leadership Programme to staff and the talent management grids that have been successfully piloted are now being rolled out across the Alliance. These actions should in part, address the identified area for improvement but clearly further work is required, as the skills audit as recommended needs to be implemented. My office will keep progress in this area under review.

The inspection highlighted the Alliance's digitalisation programme, the work to modernise its estate and the project aimed at finding more efficient ways of providing support services. It was pleasing to see that the force's change management programme was recognised as having strong governance procedures in which my office play a part and that project managers are being held accountable for achieving the savings and service improvements required as a consequence of the change.

With the investments in the new control room, ICT systems, mobile data and other technology, I welcome the fact that future HMICFRS inspections will assess and evaluate the extent to which financial benefits of these investments have been realised and how effectively the force has used them. I shall be doing the same with the support of my team.

3) How well is the force planning for the future?

As well as realising the benefits (cash, non cash) of the change programme, the report identified that I have also given the force an additional savings target during 17/18 in order to improve its efficiency still further and reduce waste.

Much work is underway to understand future demand and this has been subject to scrutiny and validation by an external consultancy. This should increase the accuracy of the prediction of future demand and the associated systems, resources and processes that will be required to meet that demand. Improvement in succession planning are recognised in the report and I note that future inspections will retain a focus in this area.

Overall, a very positive report which is being acted upon in the areas for improvement that have been identified. I will ensure that I hold the Chief Constable to account for the delivery of the necessary improvements required.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Philip Seccombe', with a stylized flourish at the end.

Philip Seccombe TD
Police and Crime Commissioner