

Introduction

Inspections were carried out during March to June 2016. Nationally it was found that,

‘Overall it is a positive picture, with a large majority of forces graded as ‘good’ or ‘outstanding’. We have seen good progress since last year, with forces clearly taking seriously areas that HMIC identified for improvement.’

This year’s report focuses on the following three questions:

- How well do police forces understand their current and likely future demand?
- How well do police forces use their resources to manage current demand?
- How well are police forces planning for demand in the future?

Two forces were graded ‘outstanding’:

- **Durham** (no change to 2015 grading)
- **West Midlands** (no change to 2015 grading)

Eight forces were graded ‘requires improvement’:

- **Bedfordshire** (no change to 2015 grading)
- **Cambridgeshire** (lower grading than in 2015)
- **City of London** (lower grading than in 2015)
- **Devon and Cornwall** (lower grading than in 2015)
- **Dyfed-Powys** (no change to 2015 grading)
- **Humberside** (improvement on 2015 grading)
- **Nottinghamshire** (lower grading than in 2015)
- **South Yorkshire** (no change to 2015 grading)

Last year’s inspections found that five forces were ‘outstanding’, 35 were ‘good’ and three forces were graded as ‘requires improvement’.

Force Inspections – Warwickshire Police and West Mercia Police

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

Overall Judgment for both forces - **GOOD**

Forces were graded **GOOD** on all three questions:

- 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?

Recommendations

HMIC has not identified any causes of concern and made no specific recommendations.

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

“HMIC found that the force is good at understanding its current and likely future demand...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 demand”.

“Clear governance structure, supported by regular forward planning, ensures the force can address longer-term demand pressures...informed by historic statistical trend analysis and...predictive analysis”.

“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....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?

“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”.

“Force has a clear vision of 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”.

“People strategy outlines how the force will establish and maintain a workforce with the right blend of skills and experience to support Vision 2020”.

“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”.

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

“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”.

“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 to make savings...the anticipated amount of these savings has yet to be calculated”.